

The Woodlands Township

Public Safety Report



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Table of Contents

Contents

Executive Summary	1
Background and Introduction	3
Law Enforcement Study Goals and Methodology	5
Community Policing	7
Community Policing within the Montgomery County Sheriff's Office	7
Community Policing Services Provided by The Woodlands	8
Community Policing to the Residents	9
Current Contracts	11
Woodlands Monthly Public Safety Reports	14
Crime Reporting in The Woodlands	16
Current Workload in The Woodlands	18
Workload Growth	22
Creekside Park	23
The Future of Policing in the Woodlands	25
Woodlands Township Police Department - Option 1: Minimum Staffing	25
Woodlands Township Police Department – Option 1 Start Up Costs	29
Woodlands Township Police Department – Option 1 Annual Operating Budget	30
Woodlands Township Police Department - Option 2: Increased Staffing	31
Woodlands Township Police Department – Option 2 Start-Up Costs	33
Woodlands Township Police Department – Option 2 Annual Operating Budget	34
Woodlands Township Police Department – Option 3: Enhanced Staffing	34
Woodlands Township Police Department – Option 3 Start-Up Costs	36
Woodlands Township Police Department – Option 3 Annual Operating Budget	37
Estimated Municipal Court Expenses and Revenue	38
Conclusion	41
Appendix A: Current Woodlands Monthly Public Safety Report	43

Tables

Table 1: Stand Alone Department Summary	2
Table 2: Demographic Data	3
Table 3: Standard Operating Procedure for the MCSO	7
Table 4: Woodlands Law Enforcement Services	12
Table 5: Comparable Jurisdiction Staffing	12
Table 6: Comparable Budget Statistics.....	13
Table 7: Dispatch Activity	18
Table 8: Top 10 Police Incidents	19
Table 9: Monthly Workload Information.....	20
Table 10: Average Weekly Workload (Hours).....	20
Table 11: Number of Officers Assigned per Village.....	21
Table 12: Police Staffing Changes	23
Table 13: Workload Growth Indicators	23
Table 14: Option 1: Staffing for a Woodlands Police Department.....	25
Table 15: Texas Department of Public Safety Services.....	27
Table 16: Option 1: Start Up Costs	29
Table 17: Option 1: Estimated Annual Operating Budget	31
Table 18: Option 2: Staffing for a Woodlands Police Department.....	32
Table 19: Option 2: Start-Up Costs.....	33
Table 20: Option 2: Estimated Annual Operating Budget	34
Table 21: Option 3: Staffing for a Woodlands Police Department.....	35
Table 22: Option 3: Start-Up Costs.....	36
Table 23: Option 3: Estimated Annual Operating Budget (Year 1)	37
Table 24: The Woodlands Township Police Department Options	37
Table 25: New Police Department Cost Comparison	38
Table 26: Municipal Court Cases and Dispositions	39
Table 27: Municipal Court Cost Comparison	40
Table 28: Estimated Gain/Loss of Municipal Court.....	40

Executive Summary

Currently, law enforcement services in The Woodlands Township are provided through a combination of the Montgomery County Sheriff's Office and the Harris County Constables.. Additional support services that provide "eyes and ears" are provided by the Township's Department of Law Enforcement Services (DLES) Ambassador program, by Parks Operations through the Park Ranger program, through Alpha & Omega and through private security contracts.

The combination of these services provides The Woodlands with layers of security. Neighborhood residents through community meetings and Watch Programs operate as a first layer and provide "eyes and ears" for the police to respond and deal with crime and disorder problems. The Park Rangers, Alpha and Omega, and the various private security contractors add a second layer of "paraprofessionals" that tend to specialize in particular areas that need additional attention. Finally, complete law enforcement services are provided by sworn staff assigned under contract to The Woodlands Township by the Montgomery County Sheriff's Office and by the Harris County Precinct Four Constable's Office. Currently, the total annual cost is approximately \$10,989,196 for law enforcement and other security services.

Overall, these services have been praised for their community-oriented policing model of public safety. Residents and Township leadership are generally satisfied with current conditions. There are, however, several areas where The Woodlands can improve service to its residents.

The recommendations for improvement included in the report are as follows:

RECOMMENDATION 1: Clarify that the Township's Director of Law Enforcement Services has oversight of all public safety elements with the exception of the Park Rangers.

Recommendations two through six specifically address the monthly reports produced by the DLES that are further described in this report. Implementation of these changes will improve the information provided to the community and help assess the effectiveness of law enforcement services in The Woodlands.

RECOMMENDATION 2: Reformat tables one and two to show percentage change year over year in the monthly report.

RECOMMENDATION 3: Add an additional chart in the monthly report comparing activity in The Woodlands Township for the current month to the activity reported in the previous month.

RECOMMENDATION 4: Aggregate separate Village activity reports, including Creekside Park in the monthly report.

RECOMMENDATION 5: Include Uniform Crime Report data in the monthly report.

RECOMMENDATION 6: Expand the monthly report to include special assignment data.

RECOMMENDATION 7: Enhance Crime and Disorder meetings between MCSO, HCC, senior Woodlands administration and DLES staff.

RECOMMENDATION 8: Institute a Memorandum of Understanding to formalize interagency agreements.

In addition to the above recommendations, the report includes estimates of the start-up costs, staffing, and annual expenses associated with three options for a stand-alone Police Department and Municipal Court. Table 1 below summarizes these findings.

Table 1: Stand Alone Department Summary

	Option 1: Minimum	Option 2: Increased	Option 3: Enhanced
Police Department Staffing	141.5	159.5	181.5
Police Department Start Up Costs	\$31,510,970	\$33,067,250	\$34,969,370
Police Department Operating Budget	\$ 16,731,075	\$18,674,758	\$21,049,870
Municipal Court Staffing	18	18	18
Municipal Court Budget	\$1,500,000	\$1,500,000	\$1,500,000

Background and Introduction

The Woodlands was established in 1974 as a planned community 27 miles north of Houston, Texas. The 28,000 acre tract of land has developed over the last 35 years into a community of 97,000 people with an estimated total build-out of around 130,000 residents. Demographically (according to The Woodlands Development Company), The Woodlands Township median age is 34.4, 54.8% have children, and the average family size is 2.64. The median household income in The Woodlands is \$118,704. See Table 2 below for additional demographic data.

Table 2: Demographic Data

Population	Total	97,023
	Persons Per Household	2.64
	Occupied Dwellings	36,819
	Median Age	34.4
Adult Ages	Total Adults	71,972
	18 - 24	13%
	25 - 34	16%
	35 - 44	19%
	45 - 54	24%
	55 - 64	16%
	65 - 74	7%
	75 - Plus	5%
Children	Households With Children	54.80%
	Total Children	25,051
	Under 5	26%
	10 - 14	29%
	15 - 17	18%
Household Persons	Average	2.64
	1	21%
	2	31%
	3	19%
	4	21%
	5 - Plus	8%
Household Income	Median	\$ 118,704
	Under \$25,000	9%
	\$25 - \$34,999	4%
	\$35 - \$49,999	7%
	\$50 - \$74,999	10%
	\$75 - \$99,999	12%
	\$100 - \$149,999	23%
	\$150 - \$199,999	15%
	\$200,000 - Plus	20%

Source: The Woodlands TX, Demographics, January 1, 2011, The Woodlands Development Company.

The Woodlands Township Public Safety Report

In addition to the population of a medium sized city, The Woodlands is a major employment center with over 1,712 businesses located in the Township (anticipated to grow to over 2,000 businesses in the next five years), including headquarters for Chevron-Phillips, Anadarko, US Oncology, and AON Hewitt Associates.¹ Businesses in The Woodlands currently provide 47,100 jobs, with estimates of an additional 9,000 jobs to be added by 2015.

In 2007, action by state legislators and local voters resulted in a change in governance structure as The Woodlands Township, a special purpose district, became the central government provider for most municipal-type services. The 2007 action by legislators and voters also enabled The Woodlands to enter into Regional Participation Agreements with the Cities of Houston and Conroe, preventing annexation of The Woodlands and allowing the community the ability to incorporate as a municipality after May 2014, if desired.

The Woodlands has eight distinct Villages, plus the Town Center area. Each Village has a shopping center and recreational amenities to provide for much of the needed services for the Village residents. The Villages are listed below:

- Alden Bridge
- Cochran's Crossing
- College Park
- Creekside Park
- Grogan's Mill
- Indian Springs
- Panther Creek
- Sterling Ridge

Currently, The Woodlands Township provides public safety services through a series of contracts with different governmental law enforcement and private security companies. Under the current arrangement, the majority of police protection is provided by the Montgomery County Sheriff's Office (MCSO). In addition, there are contracts with the Harris County Constables (HCC), the Montgomery County Constables (MCC) and various other private security organizations, such as Alpha & Omega Mounted Patrols, to provide for public safety needs. The Township coordinates the various services and contracts through its Department of Law Enforcement Services (DLES). Additionally, the Department of Neighborhood Services (DNS) provides a number of public safety programs typically found in a police department in a full service municipality, such as The Woodlands Watch and National Night Out. Both DLES and DNS serve as a conduit of information between the law enforcement agencies and the residents of The Woodlands.

¹ In addition, Exxon-Mobile will relocate its headquarters to just outside The Woodlands in late 2011. Township staff anticipate a large portion of the staff will reside in The Woodlands.

Law Enforcement Study Goals and Methodology

The Novak Consulting Group and Police Executive Research Forum were retained by The Woodlands Township to conduct a law enforcement study. Specifically, the tasks identified by the Request for Proposal (RFP) were as follows:

1. Review the community policing program to determine effectiveness/make recommendations on deployment of personnel.
 - a. Are the current zones effective or should changes be made to the size of the zones?
 - b. How can we improve public safety under the current arrangement?
2. Review the law enforcement connections with the Township's Neighborhood Services Department and make recommendations where necessary.
3. Review the monthly policing reports used by the Township to determine adequacy and make recommendations on proposed changes.
4. Review the UCR report system. How can annual policing reports of the Township be made more comparative to other governmental units reporting through the UCR system?
5. Provide recommendations on coordinating law enforcement in the Village of Creekside Park (Harris County) with law enforcement in Montgomery County portions of The Woodlands.
6. Review the overall staffing resources provided to The Woodlands through the contract with the Montgomery County Sheriff's Office (MCSO) /make recommendations on current and future staffing levels.
 - a. What are the personnel, equipment and facility requirements if the Township continues to operate as a special purpose district using MCSO contract officers?
7. Review the policing services provided in the Village of Creekside Park (Harris County) based on growth in this area; provide staffing projections for the next five years.
8. Provide detailed information regarding the costs associated with changing from a contract law enforcement service to a full time police department servicing the entire community (including all portions in Montgomery County and Harris County).
 - a. Personnel, equipment and facilities needed for a city operation
 - b. Net cost of a municipal court operation
9. Provide comparison information on crime and staffing in the following jurisdictions: McKinney, Round Rock, Sugarland, Conroe, Oak Ridge North, Shenandoah, Plano, Frisco and Flower Mound.

The consultants conducted field work in The Woodlands to assess the provision of public safety services. While on site, interviews were conducted with The Woodlands Board of Directors and staff from The Woodlands including the General Manager, Assistant General Manager and the Director of Law Enforcement Services. The team met with the Village Presidents and the Law Enforcement Advisory Council to gain a level of understanding regarding citizen expectations and concerns as well. Additional interviews were conducted with the MCSO management staff assigned to The Woodlands as well as the Sheriff and Chief Deputy and other administrative and specialty management staff not specifically attached to the Township. The team collected and analyzed staff reports, departmental documents, policies and procedures, and staffing schedules

*The Woodlands Township
Public Safety Report*

and specific calls for service data available through the Sherriff's Office. An interview was also conducted with the Montgomery County Precinct 3 Justice of the Peace and the Harris County Precinct 4 Constable's Office. Interviews and data analysis were supplemented with on-site tours of The Woodlands Sub-Station, the MCSO Crime Lab, Communications Center, Vehicle Maintenance Facility, Emergency Operations Center, and County Jail as well as a ride along with a MCSO Sergeant.

In addition to the nine items detailed in the scope of services, the consultants also include data in this report from comparable jurisdictions to provide context for interpreting staffing and service levels.

Finally, in order to plan for the future, the team developed a staffing model that can be used to outline appropriate staffing requirements, now and in the future.

Community Policing

Community policing is an approach to policing that engages the community in crime prevention, deterrence and resolution. The Community Police Services Office (COPS) of the U.S. Department of Justice provides the following definition of community policing:

“Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.”

According to COPS, there are three components of Community Oriented Policing (COP):

- **Community Partnerships** - “Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.”
- **Organizational Transformation** - “The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving.”
- **Problem Solving** - “The process of engaging in the proactive and systematic examination of identified problems to develop and rigorously evaluate effective responses.”

From a modern policing perspective there is really no "alternative" way to provide police services - it must be done in partnership with the community. But the term "community policing" means different things to different people. For some it means they see a patrol car on their street with some frequency; for others it means they know the name of the deputies who work in their Village; for some it is active engagement in Woodlands Watch or other citizen groups.

Community Policing within the Montgomery County Sheriff's Office

The MCSO has adopted a community oriented policing philosophy, and implemented the policy in the form of a 2007 standard operating procedure (SOP). The SOP detailed six major approaches to implementing COP in The Woodlands. Those approaches, along with a description of the relationship between the policy and COP, are listed in Table 3 below.

Table 3: Standard Operating Procedure for the MCSO

MCSO Policy	Relationship of the Policy to Community Oriented Policing
Deputies will be trained to follow a COP philosophy.	Understanding the philosophy and principals is important in carrying out the COP strategy. Training also serves to demonstrate the MCSO's commitment to this approach.
The same deputy will be assigned to same area or zone.	Adhering to the community policing components of partnerships and problem solving, it is easier to build relationships with people you know and are in regular contact with. This approach also gives the deputy a “territorial imperative” – the need to claim and defend a territory.

*The Woodlands Township
Public Safety Report*

MCSO Policy	Relationship of the Policy to Community Oriented Policing
The deputies will create proactive partnerships with citizens in their zone.	This addresses the issue of engagement and problem solving, sometimes solving problems before they develop.
The focal point for this approach is to prevent crime and resolving community problems.	“Resolving community problems” is the key tenant of community oriented policing. Using this approach, deputies, in collaboration with community members, identify community problems and develop strategies to mitigate them.
MCSO personnel will be able to identify the problems, concerns and fears of community members and identify and eliminate hazards that may promote crime.	This is related to both problem solving and community engagement in a crime prevention context, instead of responding to crime only after it has happened.
Deputies will conduct follow-up investigations.	Eliminating handoffs of cases is important in fostering relationships between deputies and citizens on a case-by-case basis.

Community Policing Services Provided by The Woodlands

Because The Woodlands Township receives traditional law enforcement services through multiple service providers, it is The Woodlands’ responsibility to pull together the various initiatives and package them in a community policing model. The current Township budget includes two of these supplemental services:

- **Ambassadors:** The Woodlands Ambassadors are the first point of contact for many visitors in The Woodlands. This program is being converted to a Town Center Ranger program in 2012 and these uniformed and trained staff will provide services to visitors in the Town Center area, as well as being additional eyes and ears for the MCSO.
- **Alpha & Omega:** Alpha & Omega is a private contractor that supplies mounted security patrols throughout the Town Center area. The patrols provide a constant visible security presence and customer service, and act as a criminal deterrent. They are unarmed, but can radio in anything suspicious, providing visibility and thus an added level of security for The Woodlands.

In addition, the DNS serves as the hub where vital information passes from the MCSO and HCC to the residents of The Woodlands, and where resident comments, concerns, and reports can be passed to the MCSO and HCC. DNS has a 2011 budget of \$496,915, supporting a staff of three full time and six part time positions. The DNS provides the following public safety related programs:

- **Woodlands Alert:** The Woodlands Alert is similar to a reverse 911 system that will notify citizens of any significant issues that arise for The Woodlands as a whole.
- **Woodlands Watch:** The Woodlands Watch is a neighborhood watch program that has been in operation for 26 years. It is managed by DNS, but is primarily a volunteer based program. Each Village has Watch Coordinators that help keep their Village residents knowledgeable about any current crime issues in their area. The program assists citizens

The Woodlands Township Public Safety Report

to recognize and report suspicious activity, get to know their neighbors, and reduce the risk of break-ins at home or victimization in public.

- **National Night Out:** The National Night Out is designed to increase support for anti-crime programs, police-community partnerships, and increase awareness of crime prevention and drug prevention programs.
- **Village Liaison:** The five Village Liaisons are paid, part time staff that work to support the volunteer base of The Woodlands Watch program, and provide education and crime prevention programs within the neighborhoods.

In addition to the services provided directly by the Law Enforcement Budget and the DNS, the Parks and Recreation Department in The Woodlands Township coordinates the **Park Ranger** program. The Park Ranger program was created in response to a community survey requesting additional maintenance of parks and pathways. Currently, 18 Park Rangers patrol the parks and pathways in The Woodlands on a daily basis and provide security and maintenance services. Park Rangers are unarmed, but their presence increases the perception of security and they serve as an extra layer of security for the MCSO in The Woodlands parks and on the pathways.

RECOMMENDATION 1: Clarify that the Township's Director of Law Enforcement Services has oversight of all public safety elements with the exception of the Park Rangers.

The current arrangement in The Woodlands has the Director of Law Enforcement responsible for all law enforcement services, but not for the Park Rangers. While there is no need to combine these services ensuring a high level of communication and coordination between Law Enforcement Services and the Park Rangers.

The Township specifically contracts for a higher level of patrol services in The Woodlands than would be otherwise provided as part of unincorporated Montgomery and Harris County. These service levels are specifically described later in this report in the section titled "Current Contracts."

Community Policing to the Residents

There is a high degree of satisfaction among elected officials, Village Presidents and the Law Enforcement Advisory Council with the quality of law enforcement provided within the Township. The Sheriff of Montgomery County is universally applauded and praised for the cooperative way in which he and his department engage with The Woodlands to provide community oriented policing. Response time and service levels and the manner in which law enforcement officers interact with the community is something that there is a high degree of satisfaction with, both for the MCSO and the HCC. A specific example of the community-based approach of both the MCSO and HCC is the recent redesign of police zones to better align with Village boundaries which enhances community policing by encouraging the identification of Village-specific crime and disorder problems. Partnerships between Village residents and neighborhood officers can be formed to more readily address such problems.

The Woodlands Township Public Safety Report

In focus groups and interviews, attention was repeatedly directed at the need to maintain the low crime levels in The Woodlands through proactive prevention of crime. This was encouraged through additional cooperation between the MCSO and Woodlands programs like The Woodlands Alert and The Woodlands Watch, which both encourage citizen participation.

While positive overall about the current relationship, anecdotally there were several concerns regarding the level of staff assigned to The Woodlands by the MCSO, such as:

- The overall concern that the staffing level was less than sufficient to maintain the one deputy per Village goal expressed by The Woodlands Township; and
- A specific concern regarding the scheduling and deployment of deputies. Anecdotal information was shared indicating residents are under the impression that there are times when there are only three or four deputies on duty at one time because of training, vacation, sick leave, and maternity leave. *(Note: The Sheriff has advised the consultants that staffing shortages in The Woodlands are backfilled with other County staff in order to meet their contractual commitment.)*

Besides the staffing concerns, there were questions raised about the public relations capabilities of the MCSO. Since visibility is an important value in The Woodlands, proactive attendance at special events and other local gatherings was expressed as an area for improvement, specifically public gatherings such as Lions Club meetings, community gatherings, and other public gatherings where outreach could be accomplished.

Alpha & Omega mounted patrols was a particular element of public safety in The Woodlands discussed in interviews and focus groups. Alpha & Omega mounted patrols are assigned to the Town Center and have historically been seen as an "attraction." Such a program is consistent with tourism-oriented policing, something The Woodlands focuses on due to the major attractions afforded in Town Center. In addition, the troopers are intended to "brand" The Woodlands, an asset which Township staff deem important to encourage return visitors to the community. The visibility of mounted patrols and the natural appeal that horses have with the public were seen as positive benefits for the retail community in The Woodlands. It is important to distinguish this as "public safety" versus "law enforcement" because Alpha & Omega is not a law enforcement unit. It would be fair to characterize the support for Alpha & Omega as mixed. People "like" the horses, but some may question their true effectiveness and wonder if additional vehicle patrols or enhanced bike patrol service may be a better use of Township resources.

While people could identify "opportunities for improvement," it is important to recognize that there is widespread appreciation and approval regarding the services that have been provided by the MCSO to date, as well as those provided by the HCC.

Current Contracts

As was stated previously, supplemental law enforcement services are purchased by The Woodlands Township from Harris County and Montgomery County in order to meet the community's expectation for law enforcement services.

The current contract for Harris County is with the Harris County Constables Office. This contract is for one full time deputy assigned to the Village of Creekside Park. The Woodlands also currently budgets for an additional 30 hours per week of services through independent contracts with Harris County Constables. The Agreement with Harris County does not include the cost of fuel and vehicles.

The current contract between the MCSO and The Woodlands Township is to ensure a significant additional law enforcement presence in The Woodlands. The MCSO currently maintains two contracts with The Woodlands, an original contract with The Woodlands Community Service Corporation for law enforcement services in the residential areas, and the District 6 contract (originally the Town Center Improvement District) for law enforcement services throughout The Woodlands community. Currently, the MCSO contracted services for both contracts cost is \$6,197,884. This cost specifically provides for 80 MCSO personnel, including one Captain, one Lieutenant, four Senior Sergeants, one Senior Traffic Sergeant, six Patrol Sergeants, one Detective, 62 Patrol Deputies, one K-9 Deputy, two jailers, and one secretary. There is an additional \$688,826 included for targeted overtime for MCSO deputies. The Woodlands also budgets and supplies vehicles and fuel for The Woodlands' assigned deputies.

In addition, The Woodlands funds a full time clerk stationed in the Justice of the Peace Precinct Three Office.

Because The Woodlands is largely within unincorporated Montgomery County, the Sheriff recognizes his obligation to provide a basic level of services. As such, the Sheriff provides five additional Patrol Deputies which are assigned to The Woodlands, as well as the ancillary support services provided throughout Montgomery County, including: Dispatch, supplemental Criminal Investigations, administrative support, SWAT, Crime Scene Investigation, and Auto Theft Divisions.

The Woodlands also contracts with the Montgomery County Constables Office for one Warrant Officer and one part time Clerk.

In total, The Woodlands expends \$10,989,196 for law enforcement and other related public safety services as shown in Table 4 below.

The Woodlands Township
Public Safety Report

Table 4: Woodlands Law Enforcement Services

Service Provider	Service	Cost
Law Enforcement Resources		
Montgomery County Sheriff's Office	77 full time (FT) Sworn, 3 FT Civilian ²	\$6,886,710
Harris County Precinct 4 Constables	1 FT Sworn, 1 part time (PT) Sworn	\$116,100
Montgomery County Precinct 3 Constables	1 FT Sworn, 1 PT Civilian	\$127,000
Montgomery County Precinct 3 Justice of the Peace	1 FT Civilian	\$50,700
Vehicles-Capital Funding		\$1,265,600
Other Law Enforcement Expenses	Training, supplies, special events	\$428,250
DNS and DLES	12 FT Civilian, 6 PT Civilian	\$702,236
Subtotal-Law Enforcement		\$9,576,596
Other Safety and Security Resources		
Alpha & Omega	14 FT Civilian	\$1,251,700
Waterway Private Security	4 FT Civilian	\$155,900
Other Private Security	For Unscheduled Events	\$5,000
Total-Law Enforcement and Security		\$10,989,196

Because The Woodlands does not have a "police department," but instead layers of public safety service, it is challenging to make proper staffing comparisons with other full-service municipalities as shown in Table 5 below. For example, in The Woodlands, Park Rangers provide additional security in the parks and on the pathways and can communicate with MCSO officers. Alpha & Omega enhance security in the Town Center and there is private security for The Woodlands Waterway. The Montgomery County Sheriff's Office provides base level police services such as property and evidence processing, dispatch and communication, crime lab services and detention and holding that are not part of The Woodlands contract, but paid for through the County property tax levy. In addition, the Texas Department of Public Safety provides all vehicle accident investigations because The Woodlands is currently an unincorporated portion of Montgomery County.

Table 5: Comparable Jurisdiction Staffing

	Population	Size of Police Department	Sworn	Civilian
The Woodlands³	97,000	122	84.5	37.5
McKinney	131,000	208	162	46
Round Rock	105,000	218	150	68

² An additional 5 deputies are assigned to The Woodlands by MCSO as the base level of service they provide in unincorporated Montgomery County. Therefore a total of 82 full time sworn deputies are actually assigned to The Woodlands

³ All part time positions are considered to be .5 FTEs. This includes 1 PT Sworn position, and 7 PT Civilian positions. In addition, Park Rangers are staffed with 18 PT Rangers which were indicated in the 2011 Woodlands Parks Budget as 8.5 FTEs.

The Woodlands Township
Public Safety Report

	Population	Size of Police Department	Sworn	Civilian
Sugarland	80,000	194	149	45
Conroe	54,000	139	102	37
Oak Ridge North	3,400	16	16	0
Shenandoah	2,000	24	23	1
Plano	260,000	486	341	145
Frisco	117,000	203	144	59
Flower Mound	65,000	118	83	35

Table 6 is included below, showing comparable law enforcement budget statistics for comparable Texas jurisdictions.

Table 6: Comparable Budget Statistics

	Population	Current Budget
The Woodlands	97,000	\$ 9,576,596
McKinney	131,000	\$ 20,762,000
Round Rock	105,000	\$ 22,900,000
Sugarland	80,000	\$ 16,341,000
Conroe	54,000	\$ 14,194,000
Oak Ridge North	3,400	\$ 1,586,000
Shenandoah	2,000	\$ 2,494,000
Plano	260,000	\$ 53,000,000
Frisco	117,000	\$ 19,165,000
Flower Mound	65,000	\$ 10,000,000

Woodlands Monthly Public Safety Reports

The current monthly reports prepared by DLES provide updates of community policing activities that are conducted in The Woodlands and tables of police activity in the Township. Please see Appendix 1 for an example of a Woodlands Monthly Public Safety Report.

RECOMMENDATION 2: Reformat tables one and two to show percentage change year over year in the monthly report.

The first table summarizes activity for the entire Township and provides a year-to-date comparison between the current year and the previous year. This table could be enhanced by showing the previous year first, then the current year followed by the percent change for each category.

A second table shows, for each category of call type and activity, a comparison of the current month to the same month from the previous year. Reformat table two to show the month from the previous year in column one, the month from the current year in column two, and the percent change in column three.

RECOMMENDATION 3: Add an additional chart in the monthly report comparing activity in The Woodlands Township for the current month to the activity reported in the previous month.

Another Township-wide chart should be added which would show the activity reported for the previous month, followed by the current month and the percent change from month-to-month. These month-to-month comparisons should be standardized by the number of days per month. For example, February with its 28 days has 3 fewer days than either January or March; consequently raw data comparisons will almost always show less activity in February when compared to any other month. The month-to-month comparisons can be standardized by dividing each activity count by the actual number of days in the month and then multiplying that result by 30.

RECOMMENDATION 4: Aggregate separate Village activity reports, including Creekside Park in the monthly report.

The report presents a separate table for each zone/Village that shows the activity recorded in that zone for the month. These tables should be aggregated so that a single table shows the activity for each zone, including Zone 9, Creekside Park. One table should show counts of each activity, a second the percent change year-to-date, a third the percentage change for the current month compared with the same month the previous year and a final table should show for each zone the percentage change for the current month from the previous month (standardized by the number of days per month). Each table with percentage change information should be annotated with a caution that relatively large percent changes can be created by a small change in the actual numbers (a change from 1 to 2 is a 100% change, for example).

RECOMMENDATION 5: Include Uniform Crime Report data in the monthly report.

The report should also summarize Uniform Crime Reports (UCR) for the Township, with comparisons year-to-date, between the current month and the same month the previous year and between the

The Woodlands Township
Public Safety Report

current month and the previous month (again standardized for the number of days in the month). Both UCR Part 1 crimes (the most serious) and Part 2 crimes should be included.

RECOMMENDATION 6: Expand the monthly report to include special assignment data.

The monthly report should be expanded to include special assignments conducted in each zone/Village. Special assignments consume a substantial amount of police time and represent the response by the police to crime and disorder problems that have been identified. The nature, date and duration of each special assignment will help provide a more complete picture of policing in The Woodlands.

Crime Reporting in The Woodlands

There is a long standing desire by The Woodlands to review Uniform Crime Report data for the community. The MCSO reports UCR data for the entire County only. The consultant team has been working with MCSO personnel to determine how The Woodlands data might be separately reported.

Uniform Crime Report data for Montgomery County is entered into an antiquated and unwieldy database maintained primarily by an outside vendor. The County can get reports from the database via “canned” programs written by the vendor. Modern report writing tools such as Crystal Reports – which allow end users to create their own reports – are not available for this database.

The data segments that are used to generate the County-wide UCR reports are composed of little more than the UCR code and the offense report number. No address or district/zone code is stored with the UCR data.

Getting The Woodlands UCR data would require using the UCR data to get each report number, accessing each report to get the address of the offense and then checking each address against the Computer Aided Dispatch (CAD) geo-file to determine if the address is in The Woodlands. This data would need to be sorted by offense type. Although this seems simple, the nature of the database structure makes it complex and time consuming.

A second approach would be to use the UCR data to get each report number to access each report and then to try to see if the report data entered has the district/zone of the offense stored. The Woodlands is District 6. The County is still trying to determine whether district/zone is stored with the offense report. Again, the results would need to be sorted by offense type.

It is uncertain whether either of these approaches would generate an electronic file without substantial modification since almost everything coming from the system is via a printed report.

Either of these approaches is beyond the current capacity of the Montgomery County IT staff since their skills are for modern systems, not the “legacy” systems the County is trying to replace. The County is attempting to contact the system vendor to determine the cost of programming services to accomplish producing a UCR report for The Woodlands and how long the effort would take.

The MCSO is implementing a new information system that is expected to be able to produce separate UCR data for The Woodlands easily. This needs to be a continuing priority and might be a requirement in the next contract for police services.

It is important that both UCR Part 1 and Part 2 reports be provided. The Woodlands does not have high levels of serious crime. UCR Part 1 totals (which report homicide, rape, aggravated assault, robbery, burglary, larceny, auto theft and arson) can be expected to be relatively low. UCR Part 2 reports are for minor crimes that are generally less serious than Part 1 crimes.

Data analyzed below for eight months (January 1, 2010 through August 31, 2010) shows that approximately one of every 11 citizen generated calls for police service results in a report. Although the

The Woodlands Township
Public Safety Report

system which generates this data does not record the actual crime or incident reported, the initial nature of the call is reported. The 10 most frequent call types that resulted in a report include:

1. Burglary of Motor Vehicle
2. Theft Past
3. Criminal Mischief Past
4. Shoplifter In Custody
5. Fraud
6. Burglary Past
7. Narcotics Offense
8. Motor Vehicle Accident No Injury
9. Credit Card Abuse Past
10. Family Violence In Progress

Not all reports will generate a crime report but getting UCR information will provide an indication of changes in crime and disorder in the Township.

Current Workload in The Woodlands

There are three traditional dimensions to patrol work – calls for service response, officer initiated activity and administrative tasks. Calls for service are generated when someone in the jurisdiction requests police service by calling 911, calling a non-emergency line, or making a request in person. Self-initiated work includes those activities that the officer initiates such as a traffic stop, pedestrian check, building checks, vacation watch (when officers periodically check on dwellings when the owners have notified the police that they are away for an extend period of time), investigations of previously reported crimes, and warrant service. Administrative activities may include vehicle maintenance, meetings in the station or other such activities. In The Woodlands, administrative activities include service of civil papers, special assignments, assisting other agencies and breaks.

Nine months of UCR data was provided by the MCSO (January 1, 2010 through September 30, 2010) for this study. Some of this data was recorded and compiled prior to the implementation of the eight zone structure with each zone corresponding to one of the Villages in The Woodlands. There were 23,675 records in this database for the nine months. Extrapolated to an annual count, the Township can expect to generate approximately 30,000 police incidents per year.

Based on the analysis, approximately 62% of the incidents will result from residents calling and requesting police service. Some 19% will be activities that officers themselves initiate and the remaining 19% will be administrative in nature.

On a weekly basis, approximately 1,200 hours of police time are consumed by activity recorded through the dispatch system. The distribution of how time is consumed by type of incident varies significantly as shown in Table 7 below.

Table 7: Dispatch Activity

Incident Type	Proportion by Count	Proportion by Time Consumed
Calls for Service	68%	28%
Self-initiated Activity	19%	4%
Administrative Activity	19%	68%

The large amount of time consumed by administrative activity shown in Table 7 includes time spent on “special assignments.” This occurs when on-duty officers are detailed to monitor traffic problems at the request of residents, to work at hazardous locations, to monitor areas of new crime incidents as well as areas where there are ongoing crime issues, or to provide security at special events. Based on the data, the Township can expect some 2,000 special assignments annually, or about five a day. Special assignments typically last four to six hours or more; therefore, the relatively small number of special assignments will consume a large amount of time.

Table 8 shows the “Top 10” police incidents for the study period.

Table 8: Top 10 Police Incidents

Incident	Percentage
911 Hang-up	12.8%
Traffic Violation	10.3%
Alarm	8.8%
Civil Service	6.4%
Special Assignment	6.3%
Information	5.6%
Medical Call	5.1%
Welfare Check	4.8%
Miscellaneous Call	3.5%
Suspicious Person	2.9%

These 10 incident types account for 2/3 of all police incidents recorded. Calls to 911 that result in a hang-up before the call is completed account for almost 13% of all activity. A 911 hang-up requires a police response since the call-taker does not know why the call was not completed. It may be a mistake, a juvenile prank, or by a person that was unable to complete the call for help because of an action by an assailant. Typically, officers are dispatched to the address while the call taker attempts to re-establish contact. Most often contact is re-established and the dispatch is cancelled after only a few minutes.

The MCSO uses an overlapping patrol shift structure designed to schedule two officers per zone around the clock seven days a week with three or more officers routinely assigned to the Town Center. Officers work five eight-hour days followed by two days off. Some officers are assigned as “rovers” to provide Township-wide coverage and some make up a traffic unit. Shift times are as follows:

- 0600 – 1400
- 0700 – 1500
- 0800 – 1600
- 1000 – 1800
- 1400 – 2200
- 1800 – 0200
- 2200 – 0600

Coverage may be reduced to one officer in a zone due to absences resulting from vacations, illness, training, court and other leave. Also, during shift overlaps, coverage may exceed two officers. This system of providing roughly equal coverage to each zone, or Village, does not match the workload per Village. Patrol zone boundaries were adjusted in March 2010 to correspond to the boundaries of seven Woodlands Villages and the Town Center. At that point, the MCSO began providing The Woodlands with a variety of monthly workload information by Village. These data were used to show the amount of police work per Village. This analysis is displayed in Table 9 below.

Table 9: Monthly Workload Information

Zone	1	2	3	4	5	6	7	8
	Grogan's Mill	Panther Creek	Indian Springs	Sterling Ridge	Alden Bridge	Cochran's Crossing	College Park	Town Center
Total Calls	17.3%	13.5%	5.8%	10.6%	10.8%	8.5%	7.9%	25.6%
Total Reports	21.7%	11.2%	4.3%	9.1%	9.5%	8.7%	9.7%	25.8%
Felony Arrests⁴	39.0%	0.0%	2.4%	7.3%	17.1%	2.4%	14.6%	17.1%
Arrests/Citations (non-traffic)	17.3%	3.8%	4.3%	5.9%	7.0%	1.6%	12.4%	47.6%
Traffic Citations	12.7%	16.2%	4.7%	12.6%	10.1%	2.8%	3.6%	37.3%
Traffic Warnings	7.9%	8.8%	4.1%	9.8%	16.6%	9.6%	5.7%	37.4%
Average	19.3%	8.9%	4.3%	9.2%	11.8%	5.6%	9.0%	31.8%

The volume per zone varies substantially. Town Center, with its concentration of retail, commercial and entertainment venues, generates significantly higher averages of police workload because the daytime population generally exceeds 100,000.

Table 10, below, shows the average weekly workload for all recorded patrol work in The Woodlands using the 2010 data, by day of the week and hour of the day. It includes calls for service response, self-initiated activity and administrative activity including special assignments.

Table 10: Average Weekly Workload (Hours)

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
0000	10.2	5.6	4.1	5.1	5.7	5.7	9.4
0100	10.9	5.0	3.6	4.8	4.9	5.4	8.1
0200	7.5	4.2	3.0	4.5	4.4	4.4	6.9
0300	7.1	2.8	2.9	3.9	3.9	3.4	5.3
0400	5.5	2.5	2.7	3.6	3.5	3.0	4.5
0500	3.3	1.9	1.9	2.9	2.6	2.5	3.5
0600	2.7	2.3	2.1	2.7	3.0	2.6	3.4
0700	2.7	3.6	3.6	3.7	4.0	4.2	4.6
0800	6.1	4.6	4.7	4.4	5.3	5.4	5.5
0900	9.7	5.5	6.3	6.0	6.9	7.6	6.6
1000	10.2	6.6	6.7	7.0	8.8	7.8	6.6
1100	10.8	6.8	6.5	7.3	8.2	7.8	6.5
1200	11.4	7.1	6.2	7.5	8.4	7.6	6.2
1300	10.9	6.7	6.9	8.5	7.9	7.4	6.0
1400	8.9	8.0	8.5	9.6	8.4	8.2	5.9
1500	8.7	8.0	8.7	9.7	8.7	7.6	6.2

⁴ The high number of felony arrests in Grogan's Mill may be accounted for by the inclusion of Timber Lakes/Timber Ridge and its proximity to highway I-45.

The Woodlands Township
Public Safety Report

Hour	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1600	8.5	8.9	9.8	10.7	10.0	8.7	7.0
1700	8.5	9.8	10.3	11.6	10.4	9.4	8.5
1800	7.5	8.9	8.4	9.8	8.5	10.2	9.8
1900	7.1	8.5	7.8	9.2	7.6	11.1	11.8
2000	7.0	8.3	7.4	8.5	8.3	10.8	11.9
2100	6.7	7.4	6.9	7.3	7.5	10.1	10.8
2200	6.8	5.3	4.9	6.4	6.4	9.4	11.9
2300	6.7	5.4	5.5	6.1	6.5	9.4	12.9

Shaded areas in the table above represent time periods with the highest overall police activity. Friday from 1800 to 2200 hours and Saturday night beginning at 1900 and extending to early Sunday morning until 0200 are periods of sustained high activity. Sunday from 1000 until 1400 is another peak period. These peak periods are due, in part, to special assignments when officers assigned to areas of expected high activity or where traffic or other problems are expected. The total average weekly time consumed by all activity is 1,183 hours.

By using each Village's workload percentages and the average time consumed per week, the number of officers that should be assigned to each Village, based on workload, can be calculated. Table 11 shows the result of this analysis.

Table 11: Number of Officers Assigned per Village

Village	% of Workload ⁵	Average Hours per Week ⁶	Hours per Week at 75% Average Time Consumed ⁷	Officers Needed at Show-up 75% ⁸	Officers Needed per Week ⁹	Average officer time consumed ¹⁰
Grogan's Mill	19.3%	220	293	9.8	10	73.3%
Panther Creek	8.9%	102	136	4.5	6	56.7%
Indian Springs	4.3%	49	65	2.2	6	27.2%
Sterling Ridge	9.2%	105	140	4.7	6	58.3%
Alden Bridge	11.8%	135	180	6.0	6	75.0%
Cochran's Crossing	5.6%	64	85	2.8	6	35.6%
College Park	9.0%	102	136	4.5	6	56.7%
Town Center	31.8%	362	483	16.1	16	75.4%
Total				50.6	62	

⁵ Percent of total workload accounted for per Village.

⁶ Average police activity per week per Village, calculated using the average weekly total activity.

⁷ Workload adjusted to provide 25% free patrol time. There are no standards for how much non-committed time officers should have. Part of the consideration is the likelihood that an officer will need a back-up if he/she has trouble. With an average 25% free time and with the ability to pull an officer from a special assignment if needed, the 25% free patrol time is adequate for officer safety and for community engagement.

⁸ Officers needed at 75% show-up rate. Not all officers scheduled will come to work. Absences may be due to vacation, illness, training, court or other absences. A 75% show-up rate is typical for agencies similar to the MCSO. This column represents the number of officers needed to handle a Village's workload plus the 25% factor for free patrol time. However, it does not provide coverage 24 hours, seven days a week. Full-time coverage requires staffing for 21 shifts a week (7 days times each of 3 shifts).

⁹ Officers assigned for 24 hour, seven day week coverage to cover workload and to provide for continuous coverage.

¹⁰ Average percent time consumed based on workload and officers assigned.

The Woodlands Township
Public Safety Report

As shown in the table above, the total number of officers needed to provide workload and around the clock coverage according to these calculations is 62.

The Woodlands pays for a substantial amount of targeted overtime for coverage in several areas:

- Woodlands Targeted Overtime is usually spent on targeted crime areas including proactive initiatives, addressing specific trends and frequently involves sergeants and lieutenants. Approximately 2,083 hours yearly are expected in this category.
- Bike Patrol Overtime is used to put officers on bicycles for special patrol assignments and special events. Approximately 560 hours yearly are expected in this category.
- Night Village Overtime adds increased patrols during evening hours throughout the Township (Thursday through Sunday). Approximately 6,240 hours yearly are expected in this category.
- Village Center Overtime adds increased patrols during evening hours targeting Village Centers (Tuesday through Sunday) and approximately 2,496 hours yearly are expected in this category.
- Foot Patrol Overtime provides increased foot patrol typically during evening hours (Thursday, Friday and Saturday) and is expected to consume 600 hours yearly.
- Holiday Patrol Overtime provides for targeted patrol in the Town Center during the holiday season. Approximately 935 hours are expected during November and December.
- Traffic Overtime is specifically dedicated to address specific traffic issues throughout the community. Annually some 833 hours are expected in this category.

Overtime hours for the categories listed above are fluid in that coverage assignments can be utilized where best needed. Sergeants and lieutenants are included in these overtime assignments. The total hours allocated to these overtime categories is 13,747, the equivalent of nine officers at the 75% show-up rate.

Workload Growth

Overall the population of The Woodlands is expected to grow from 97,000 at the end of 2010 to a bit less than 115,000 by the end of 2015. This 18% increase is expected to be fueled mostly by the increase in Creekside Park from 2,691 to 11,825. The next table shows for each Village the 2010 population, the 2015 population estimates, the percent change, the number of officers needed for workload and the number needed to provide 24 hour, 7 days a week coverage. The final column is the recommended increase in patrol staff, if needed and the number of patrol officers needed in 2015.

In some of the Villages, the workload time is well below the number of officers assigned to meet the around-the-clock requirement. Because of the low workload, population increases and the police activity associated with an increase in residents will not require patrol officer increase in some areas. Table 12 shows the proposed staffing changes.

Table 12: Police Staffing Changes

Village	2010 pop.	2015 pop.	Pop. increase	Officers needed by workload	Officers needed for 24/7 coverage	Change in number of officers by 2015	Patrol Officers 2015
Grogan's Mill	13,658	15,025	10.0%	10	10	+1	11
Panther Creek	13,980	14,005	0.2%	4.5	6	No Change	6
Indian Springs	6,285	8,000	27.3%	2.2	6	No Change	6
Sterling Ridge	12,799	14,400	12.5%	6	6	+1	7
Alden Bridge	21,399	21,425	0.1%	6	6	No Change	6
Cochran's Crossing	16,061	16,075	0.1%	2.8	6	No Change	6
College Park	5,789	6,500	12.3%	4.5	6	No Change	6
Town Center	1,845	3,500	89.7%	16.1	16	+1	17
Creeside Park	2,691	11,825	339.4%	1 + PT	6	+5	6

The total number of patrol officers will increase from 62 to 71 in 2015, with almost all of them needed in Creekside Park; this combined with estimates of population growth, employment growth, and the number of residences (provided by The Woodlands Development Company) can be used to indicate potential workload growth in The Woodlands over the next five years as shown in Table 13 below.

Table 13: Workload Growth Indicators

	Population	Businesses	Jobs	Households	Home Sales/year
2011	100,125	1,775	48,800	37,925	750
2012	103,410	1,835	50,550	39,170	850
2013	107,350	1,900	52,450	40,660	850
2014	111,155	1,965	54,350	42,100	850
2015	114,775	2,025	56,050	43,475	825
% Change	18.30%	18.28%	19.00%	18.08%	N/A

Creekside Park

Law enforcement services in the Village of Creekside Park are provided through a contract with Harris County and independent contracts with Harris County Constable Precinct 4. The contract in 2011 furnished one full-time (40 hours per week) Deputy Constable position and the independent contracts provide an additional 30 hours of patrol weekly.

The population of Creekside Park at the end of 2010 was 2,601. By the end of 2012, the population is expected to be 6,100, approximate to that of Indian Springs and College Park. Both these Villages, based on the proportionate workload described above and the need to have around-the-clock coverage, require a sworn complement of six full time officers. Hence, by 2013, the Creekside Park contract

*The Woodlands Township
Public Safety Report*

should be expanded to provide for coverage around the clock with six full time Deputy Constables (two in 2012 and three in 2013).

By the end of 2015, the population of Creekside Park is projected to be 11,825. This is equivalent to the current population of Sterling Ridge (12,799). Sterling Ridge is allocated six full time officers by workload. Therefore, even though the workload in Creekside Park will be expected to grow, and will increase the amount of Deputy time consumed, six full time officers should still be able to provide sufficient policing services in 2015.

As Creekside Park grows and its policing component becomes full time, The Woodlands will want to continue to ensure that the policing services from both the MCSO and the HCC Precinct 4 are well coordinated. Although the two law enforcement components vary greatly in size, The Woodlands should strive to ensure that the programmatic and operational expectations in the two contracts are coincident. Both contracts should require that the two entities provide UCR reports for their portion of The Woodlands. The activities performed and reported in the monthly reports should be the same.

RECOMMENDATION 7: Enhance Crime and Disorder meetings between MCSO, HCC, senior Woodlands administration, and DLES staff.

Bi-weekly crime and disorder strategy meetings should be held under the auspices of DLES. These meetings should include representatives of both law enforcement agencies, senior administrators from The Woodlands and key DNS personnel. They should focus on overall trends in The Woodlands and help to identify crime and disorder problems and planned solutions to the problems. A special focus should be on problems that cross County borders.

Problems should be defined using residents' complaints, calls for service and crime report data. Proposed solutions should include the role of on-duty officers, on-duty officers on special assignments, officers on overtime details, Neighborhood Services personnel and Village residents. Problem definitions should include the expected resources needed to "solve" the problem, the time required, the outcome expected and the person(s) responsible.

Meetings should include discussions of previous problem solving efforts including measurements of success.

RECOMMENDATION 8: Institute a Memorandum of Understanding to formalize interagency agreements.

A final coordination effort should take the form of a Memorandum of Understanding (MOU) involving the Township and both law enforcement agencies. This should lay out agreements about "hot pursuit," mutual aid, and other areas of inter-agency coordination. Areas that are covered by State statute should be reiterated in this document.

The Future of Policing in the Woodlands

The costs associated with creating a Woodlands Township Police Department include three major cost centers. They are:

- Personnel costs - sworn and civilian
- Operating costs – annual recurring costs.
- Capital costs – major outlay items.

Cost estimates for each of these cost centers are described below.

Personnel costs represent the highest percentage of annual expense for a police department, making up a substantial portion of the budget. Decisions now and in the future regarding the staffing of police services have a significant impact on the annual budget. The consultants have developed staffing plans (described below) for three options for a projected Woodlands Township Police Department.

Woodlands Township Police Department - Option 1: Minimum Staffing

The Woodlands is a unique community and determining “appropriate” staffing levels is more complicated than just addressing workload requirements. The demographics in The Woodlands and the quality of services provided to Township residents suggest that a higher level of service will be expected than just what is “necessary” to address workload. This section describes a staffing plan that provides a basic level of service with additional services that the community might expect identified.

Table 14 below shows the minimum staffing complement for The Woodlands should it become a City and require a full time police department.

Table 14: Option 1: Staffing for a Woodlands Police Department

Title	Position Description	Number	Salary ¹¹	Fringe ¹²	Cost Per Position	Total
Chief	CEO	1	\$110,000	\$68,200	\$178,200	\$178,200
Civilian	Executive Assistant to the Chief	1	\$64,000	\$35,200	\$99,200	\$99,200
Deputy Chief	Operations Division	1	\$97,000	\$60,140	\$157,140	\$157,140
Deputy Chief	Support Services Division	1	\$97,000	\$60,140	\$157,140	\$157,140
Captain	Patrol Commander	1	\$80,000	\$49,600	\$129,600	\$129,600
Lieutenant	Investigations Commander	1	\$72,000	\$44,640	\$116,640	\$116,640
Lieutenant	Patrol Shift Commander	5	\$72,000	\$44,640	\$116,640	\$583,200
Sergeant	Patrol Supervisor	9	\$64,000	\$39,680	\$103,680	\$933,120
Police Officer	Patrol	71	\$52,000	\$32,240	\$84,240	\$5,981,040
Police Officer	Investigations	6	\$52,000	\$32,240	\$84,240	\$505,440
Sergeant	Community Liaison Supervisor	1	\$64,000	\$39,680	\$103,680	\$103,680
Police Officer	Community Liaison Generalist (1 per Village)	9	\$52,000	\$32,240	\$84,240	\$758,160

¹¹ These salary figures are derived from a review of Texas and national salary figures for comparable departments. They are not starting salaries, but represent the average salaries of those in a “mature” department.

¹² Total fringe benefit costs are estimated at 62% for sworn personnel and 55% for civilians. Actual costs may vary depending on the fringe benefit package determined by the Township.

The Woodlands Township
Public Safety Report

Title	Position Description	Number	Salary ¹¹	Fringe ¹²	Cost Per Position	Total
Lieutenant	Professional Standards, Training, and Human Resource Manager	1	\$72,000	\$44,640	\$116,640	\$116,640
Civilian	Human Resources Specialist	1	\$45,000	\$24,750	\$69,750	\$69,750
Civilian	Policy and Standards Analyst	1	\$52,000	\$28,600	\$80,600	\$80,600
Civilian	Business Manager	1	\$80,000	\$44,000	\$124,000	\$124,000
Civilian	Budget Analyst	1	\$60,000	\$33,000	\$93,000	\$93,000
Civilian	Property Supervisor	1	\$45,000	\$24,750	\$69,750	\$69,750
Civilian	Evidence and Property Technician	2	\$45,000	\$24,750	\$69,750	\$139,500
Civilian	Technical Services	1	\$45,000	\$24,750	\$69,750	\$69,750
Civilian	Neighborhood Services Manager	1	\$70,000	\$38,500	\$108,500	\$108,500
Civilian	Neighborhood Services Supervisor	1	\$60,000	\$33,000	\$93,000	\$93,000
Civilian	Neighborhood Services Program Specialist	1.5	\$45,000	\$24,750	\$69,750	\$104,625
Civilian	Records/Office Manager	1	\$64,000	\$35,200	\$99,200	\$99,200
Civilian	Clerical Staff	8	\$31,000	\$17,050	\$48,050	\$384,400
Civilian	Crime Analyst	1	\$50,000	\$27,500	\$77,500	\$77,500
Civilian	Dispatch Shift Supervisor	3	\$57,000	\$31,350	\$88,350	\$265,050
Civilian	Dispatchers	9	\$40,000	\$22,000	\$62,000	\$558,000
Total						\$12,155,825
Sworn =		107				
Civilian =		34.5				

Top command includes a Chief of Police, the Chief's Executive Assistant and two Deputy Chiefs. One Deputy Chief would be responsible for the Operations Division, the other for the Administrative Services Division.

Patrol would be commanded by a Captain with five Lieutenants to the Captain. The Lieutenants would be around the clock Patrol Shift Commanders with the expectation that a Lieutenant would always be on duty. Each of the three shifts would have three Sergeants assigned as first line supervisors for a total of nine Patrol Sergeants. A total of 71 officers would be assigned to patrol, allocated per Village as shown previously for 2015 in Table 12.

Traffic enforcement should be a critical component of patrol officer duties. Traffic enforcement stops not only help to set standards for driver behavior, they also serve to discover criminal behavior such as DWI, illegal firearms and drug possession, and outstanding warrants. Currently, some portion of these services is provided by Texas Department of Public Safety (DPS) Officers in addition to MCSO officers. The workload performed by these officers can be absorbed by the stand alone department's patrol force given the percentage of time available for deployment shown previously in Table 11. Based on the 2010 figures supplied for DPS in the January 2011 Newsletter, the additional workload for The Woodlands patrol officers are shown in Table 15 below.

Table 15: Texas Department of Public Safety Services

Category	Frequency
Fatal Accident Investigations	1 every 2 months
Injury Accident Investigations	Less than 3 per day
Property Damage Accident Investigations	2 per day
Alcohol Related Accidents	Less than 5 per month
DWI Arrests	2 per week
Felony Arrests (non-traffic)	Less than 3 per month
Misdemeanor Arrests (non-traffic)	Less than 4 per week
Fugitives - Felony	Less than 1 per month
Fugitives - Misdemeanor	Less than 3 per week
Total Traffic Arrests (citations)	10 per day
Total Traffic Warnings	13 per day
Agency Assists	Less than 1 per day
Motorist Assists	Less than 1 per day
Stolen Vehicles Recovered	1 every 2 months
Warrants Served	Less than 3 per month

Proposed staffing for a Woodlands patrol force includes nine Community Liaison Generalist officers and one supervising Sergeant. One officer would be assigned to each Village. They would be a critical link between the crime and disorder problem solving efforts in each Village, the police department and other Township services. Their duties would include those currently assigned to the Village Liaison program. They would attend Village Associations' monthly meetings, bringing information from each department, collecting information on issues and questions and reporting those to the appropriate department. These officers would facilitate getting the answer or getting the resident the contact information of the correct source to address their issue. They would also be the key linkages between the police department and Neighborhood Watch program.

They would be crime prevention information resources and would also provide a key source of personnel when there is a need to focus a group of officers on a specific crime or disorder problem. They would be expected to perform foot patrol and bike patrol in their assigned Villages.

The Crime Analyst would report directly to the Deputy Chief of Operations.

The Investigation unit would be staffed by a Lieutenant and six Investigators. Investigators are usually senior, experienced officers and need less supervision than more junior patrol officers; therefore a Sergeant is not needed. Under the current contract with the MCSO, the Township has one Investigator assigned. During interviews with MCSO, it was reported that two additional Investigators spend the bulk of their time on cases from The Woodlands. The additional personnel recommended for this unit will provide for additional capacity to ensure that all reported crimes get as thorough an investigation as possible. The unit would also be responsible for crime scene processing.

*The Woodlands Township
Public Safety Report*

The Business Manager would directly report to the Support Services Deputy Chief. He/she would oversee the Budget Analyst, the Technical Services staff member and the Property Supervisor. The two Evidence and Property Technicians would report to the Property Supervisor.

A Lieutenant directly reporting to the Support Services Deputy would manage the Professional Standards, Training and Human Resources unit. The unit would also have a Human Resources Specialist and a Policy and Standards Analyst.

The Law Enforcement Services Manager would report directly to the Support Services Deputy Chief. Personnel in this unit would include 1.5 FTE, including the Law Enforcement Services Manager and the Neighborhood Program Specialist. This unit would be charged with continuation of the functions of the current Neighborhood Service Department with its emphasis on safety and security and on outreach to residents of The Woodlands. This unit would work closely with the Community Liaison Generalists. Integration of Law Enforcement Services into the police department will provide a seamless approach to crime prevention and community engagement between Woodlands residents and the police department. Fully configured police departments typically perform most of the functions provided by Law Enforcement Services.

The Records Unit would be headed by the Records/Office Manager who would supervise eight Clerical Staff.

The Woodlands Police Department budget includes funding for three dispatch supervisors and nine dispatchers. These personnel would be assigned to the Fire Department's dispatch center to provide police call taking and dispatching services utilizing the existing Computer Aided Dispatching system. (Additional space, computer hardware and software would be needed.)

There are several factors that account for The Woodlands staffing recommendations. They include:

- The socio-economic demographics of the population of The Woodlands correspond to a relatively low level of police activity. The workload analysis indicates that much of the staffing proposed for The Woodlands is a function of providing around the clock coverage rather than just matching the police work being generated.
- Current patrol coverage of the Township by the Sheriff's office was used as a benchmark to provide a general estimate of policing needs. General satisfaction with overall MCSO staffing was expressed by those interviewed.
- Building a police department from the "ground up" allows the application of lean design principles.
- The Woodlands staffing proposal uses current standards in maximizing the use of civilian positions.
- The Woodlands Fire Department has a new computer aided dispatch system used for fire and EMS dispatches. Rather than creating a redundant dispatching operation, The Woodlands Police Department should fund additional positions in the existing Fire Department dispatch operation

*The Woodlands Township
Public Safety Report*

to provide the necessary level of coverage to support both operations. This would include three additional dispatch shift supervisors and nine additional dispatchers.

- As noted above, the Investigation unit would be responsible for crime scene processing in the new department.
- The Montgomery County Sheriff's Office has a first rate crime lab and evidence processing facility. Creating a separate lab for a Woodlands Police Department would be redundant and costly. The MCSO lab currently processes evidence delivered from The Woodlands and would need no expansion or additional personnel to perform this function. Therefore, no lab personnel are proposed for the new department. The property and evidence personnel that are included are intended to provide The Woodlands Police Department with the capacity to package and submit evidence to the MCSO lab and to store and maintain property and evidence that has been returned from the MCSO. A new police department should contract with the MCSO for lab services.
- A review of the Texas Local Government Code indicates that although local governments may establish a local jail for detention and holding, they are not required to so. The code also indicates that municipalities can contract with their county for detention services. A Woodlands Police Department should avoid adding detention personnel, transport officers, and the liability that result from a detention and holding facility. The MCSO indicates that its personnel assigned to The Woodlands made about 1,500 felony and misdemeanor arrests during 2010. The Sheriff has the current capacity to process these arrestees and could therefore accommodate those arrested by a Woodlands Police Department with no additional facilities, personnel or liability. The costs and risks associated with a local detention facility do not outweigh the benefits of continuing to process Woodlands' arrestees at the County jail. The benefits of using the County jail decidedly outweigh the costs of a local detention operation.

The staffing proposal for Option 1 is illustrative and will remain dynamic while Woodlands officials evaluate their various options; it is provided as a tool on which to base various staffing scenarios.

Woodlands Township Police Department – Option 1 Start Up Costs

In addition to personnel costs, operating and capital costs are part of initial start-up expenses and ongoing budget costs. Table 16 lists non-personnel related start-up costs for The Woodlands Township Police Department. The costs are based on previous studies performed by the study team and updated for The Woodlands area.

Table 16: Option 1: Start Up Costs

	Number of Units	Unit Cost	Total Cost
Patrol Cars ¹³	107	\$40,000	\$4,280,000
Uniforms and Officer Equipment ¹⁴	107	\$5,000	\$535,000
Information Technology ¹⁵	1	\$1,200,000	\$1,200,000

¹³ Allows for take-home vehicles for all sworn personnel.

¹⁴ Allows for uniform purchase for all personnel, and includes an issued firearm, leather, body armor, handcuffs, taser, etc.

¹⁵ Hardware, software, records management software, mobile data computers, and peripheral devices.

The Woodlands Township
Public Safety Report

	Number of Units	Unit Cost	Total Cost
Expansion of Fire Dispatch System ¹⁶	1	\$2,000,000	\$2,000,000
Additional Equipment ¹⁷	1	\$250,000	\$250,000
Recruitment, Selection and Background Investigations ¹⁸	141.5	\$5,000	\$707,500
Training	107	\$28,600	\$3,060,200
Transition ¹⁹	1	\$250,000	\$250,000
Sub-Total			\$12,282,700
Contingency Fund ²⁰	1	10%	\$1,228,270
Total Estimated Start-Up Costs for Stand-Alone Police Department	-		\$13,510,970
Facility Costs ²¹	75,000	\$240	\$18,000,000
TOTAL START-UP COSTS			\$31,510,970

There are a number of variables that will affect the start-up costs estimate provided above. A major factor is the number of new officers that will require new or additional training. Although some of the new positions will be lateral hires of currently certified Texas police officers, others will need to attend a certified police academy that will allow them to become a certified Texas police officer. It is expected that the Chief and the command staff would be lateral hires. Funds are allotted for salaries for 26 weeks of employment while candidates are in a training status. Although the State training course is typically 22 weeks long, four extra weeks are covered for pre-course local orientation and post course acclimation before field training begins. Civilians will also require training.

Woodlands Township Police Department – Option 1 Annual Operating Budget

An annual budget for The Woodlands Township Police Department consists of ongoing costs derived from the staffing and operational costs described above. Staffing costs can be expected to increase over time as salary and benefits increase. Other operating costs will increase at varying rates. A decision to add personnel will have the greatest annual effect over time since the largest portion of this budget is composed of “Salaries, Leave, and Fringes.”

Some of the startup operation costs will become annual expenses. As an example, vehicles will need to be maintained and replaced, as will technology; training, recruitment and selection will continue annually, albeit at a reduced pace.

¹⁶ Expansion of Fire Dispatch System includes additional software, radio channels and consoles

¹⁷ May include speed monitoring devices, traffic cones, evidence collection kits, traffic collision investigation equipment as well as other police equipment.

¹⁸ Funds will be needed for recruitment, selection and to conduct background investigations of new police employees. Costs are estimated at approximately \$5,000 per employee.

¹⁹ Funds should be provided for a phase out of the Sheriff’s contract and overlap with a new Township police department.

²⁰ Additional monies should be budgeted for contingencies. A factor of 10% is applied.

²¹ A space needs study will need to be conducted to confirm this estimate. Local construction costs would need to be confirmed.

Table 17 below shows the estimated annual operating budget of The Woodlands Police Department for Option 1.

Table 17: Option 1: Estimated Annual Operating Budget

	Annual Cost
Salary, Leave and Fringes	\$12,155,825
Overtime 5%	\$608,000
Targeted Overtime	\$500,000
Membership Fees/Professional Dues	\$20,000
Uniform Maintenance @\$500	\$53,500
Equipment Repair	\$25,000
Reference Books & Periodicals	\$3,000
Office Supplies	\$25,000
Other Program Supplies	\$8,000
System Support	\$19,000
Equipment Other	\$15,000
Vehicle Gas & Oil @ \$4,500 per vehicle	\$481,500
Vehicle Repairs and Maintenance @ \$1,250	\$133,750
Vehicle Replacement (5 year basis)	\$856,000
Crime Lab Contract -- MCSO	\$100,000
Detention and Holding Contract -- MCSO	\$262,500
Building Debt Service	\$1,350,000
Building Repairs and Maintenance	\$115,000
Total Estimated Annual Police Budget (Year 1)	\$16,731,075

Woodlands Township Police Department - Option 2: Increased Staffing

In order to address community demands for higher service levels, The Woodlands Police Department could be enlarged through the addition of special units. This would require one more Lieutenant to be the Special Operations Commander (with the Community Liaison, Traffic, Special Enforcement and Regional Task Force reporting to her/him). Other personnel additions would include a Traffic Sergeant and six Traffic officers, a Special Enforcement sergeant and four officers, and a Regional Task Force sergeant and four officers. This would increase sworn staffing to 125 from the recommended 107 and result in a total department size of 159.5 FTEs.

The function of the Special Enforcement Unit would be to address crime and disorder problems that need a consistent and on-going focus, especially in the Town Center. The Regional Task Force Unit would provide personnel to be assigned to state and federal regional task forces to deal with drug, gang and firearms crimes that are regional in character but which have an impact on The Woodlands.

The Woodlands Township
Public Safety Report

Table 18 below shows the proposed Option 2 staffing level, the shaded positions are positions added over Option 1.

Table 18: Option 2: Staffing for a Woodlands Police Department

Title	Position Description	Number	Salary ²²	Fringe ²³	Cost Per Position	Total
Chief	CEO	1	\$110,000	\$68,200	\$178,200	\$178,200
Civilian	Executive Assistant to the Chief	1	\$64,000	\$35,200	\$99,200	\$99,200
Deputy Chief	Operations Division	1	\$97,000	\$60,140	\$157,140	\$157,140
Deputy Chief	Support Services Division	1	\$97,000	\$60,140	\$157,140	\$157,140
Captain	Patrol Commander	1	\$80,000	\$49,600	\$129,600	\$129,600
Lieutenant	Investigations Commander	1	\$72,000	\$44,640	\$116,640	\$116,640
Lieutenant	Patrol Shift Commander	5	\$72,000	\$44,640	\$116,640	\$583,200
Sergeant	Patrol Supervisor	9	\$64,000	\$39,680	\$103,680	\$933,120
Police Officer	Patrol	71	\$52,000	\$32,240	\$84,240	\$5,981,040
Police Officer	Investigations	6	\$52,000	\$32,240	\$84,240	\$505,440
Lieutenant	Special Operations Commander	1	\$72,000	\$44,640	\$116,640	\$116,640
Sergeant	Community Liaison Supervisor	1	\$64,000	\$39,680	\$103,680	\$103,680
Police Officer	Community Liaison Generalist (1 per Village)	9	\$52,000	\$32,240	\$84,240	\$758,160
Sergeant	Traffic Unit Supervisor	1	\$64,000	\$39,680	\$103,680	\$103,680
Police Officer	Traffic Unit	6	\$52,000	\$32,240	\$84,240	\$505,440
Sergeant	Special Enforcement Unit Supervisor	1	\$64,000	\$39,680	\$103,680	\$103,680
Police Officer	Special Enforcement Unit	4	\$52,000	\$32,240	\$84,240	\$336,960
Sergeant	Regional Task Forces Supervisor	1	\$64,000	\$39,680	\$103,680	\$103,680
Police Officer	Regional Task Forces	4	\$52,000	\$32,240	\$84,240	\$336,960
Lieutenant	Professional Standards, Training, and Human Resource Manager	1	\$72,000	\$44,640	\$116,640	\$116,640
Civilian	Human Resources Specialist	1	\$45,000	\$24,750	\$69,750	\$69,750
Civilian	Policy and Standards Analyst	1	\$52,000	\$28,600	\$80,600	\$80,600
Civilian	Business Manager	1	\$80,000	\$44,000	\$124,000	\$124,000
Civilian	Budget Analyst	1	\$60,000	\$33,000	\$93,000	\$93,000
Civilian	Property Supervisor	1	\$45,000	\$24,750	\$69,750	\$69,750
Civilian	Evidence and Property Technician	2	\$45,000	\$24,750	\$69,750	\$139,500
Civilian	Technical Services	1	\$45,000	\$24,750	\$69,750	\$69,750
Civilian	Neighborhood Services Manager	1	\$70,000	\$38,500	\$108,500	\$108,500
Civilian	Neighborhood Services Supervisor	1	\$60,000	\$33,000	\$93,000	\$93,000
Civilian	Neighborhood Services Program Specialist	1.5	\$45,000	\$24,750	\$69,750	\$104,625

²² These salary figures are derived from a review of Texas and national salary figures for comparable departments. They are not starting salaries, but represent the average salaries of those in a “mature” department.

²³ Total fringe benefit costs are estimated at 62% for sworn personnel and 55% for civilians. Actual costs may vary depending on the fringe benefit package determined by the Township.

The Woodlands Township
Public Safety Report

Title	Position Description	Number	Salary ²²	Fringe ²³	Cost Per Position	Total
Civilian	Records/Office Manager	1	\$64,000	\$35,200	\$99,200	\$99,200
Civilian	Clerical Staff	8	\$31,000	\$17,050	\$48,050	\$384,400
Civilian	Crime Analyst	1	\$50,000	\$27,500	\$77,500	\$77,500
Civilian	Dispatch Shift Supervisor	3	\$57,000	\$31,350	\$88,350	\$265,050
Civilian	Dispatchers	9	\$40,000	\$22,000	\$62,000	\$558,000
Total						\$13,762,865
Sworn =		125				
Civilian =		34.5				

Woodlands Township Police Department – Option 2 Start-Up Costs

Start-up costs for the expanded police department are shown in Table 19 below.

Table 19: Option 2: Start-Up Costs

	Number of Units	Unit Cost	Total Cost
Patrol Cars ²⁴	125	\$40,000	\$5,000,000
Uniforms and Officer Equipment ²⁵	125	\$5,000	\$625,000
Information Technology ²⁶	1	\$1,200,000	\$1,200,000
Expansion of Fire Dispatch System ²⁷	1	\$2,000,000	\$2,000,000
Additional Equipment ²⁸	1	\$250,000	\$250,000
Recruitment, Selection and Background Investigations ²⁹	159.5	\$5,000	\$797,500
Training	125	\$28,600	\$3,575,000
Transition ³⁰	1	\$250,000	\$250,000
Sub-Total			\$13,697,500
Contingency Fund ³¹	1	10%	\$1,369,750
Total Estimated Start-Up Costs for Stand-Alone Police Department			\$15,067,250
Facility Costs ³²	75,000	\$240	\$18,000,000
TOTAL START-UP COSTS			\$33,067,250

²⁴ Allows for take-home vehicles for all sworn personnel.

²⁵ Allows for uniform purchase for all personnel, and includes an issued firearm, leather, body armor, handcuffs, taser, etc.

²⁶ Hardware, software, records management software, mobile data computers, and peripheral devices.

²⁷ Expansion of Fire Dispatch System includes additional software, radio channels and consoles

²⁸ May include speed monitoring devices, traffic cones, evidence collection kits, traffic collision investigation equipment as well as other police equipment.

²⁹ Funds will be needed for recruitment, selection and to conduct background investigations of new police employees. Costs are estimated at approximately \$5,000 per employee.

³⁰ Funds should be provided for a phase out of the Sheriff's contract and overlap with a new Township police department.

³¹ Additional monies should be budgeted for contingencies. A factor of 10% is applied.

³² A space needs study will need to be conducted to confirm this estimate. Local construction costs would need to be confirmed.

Woodlands Township Police Department – Option 2 Annual Operating Budget

The annual budget for Option 2 is depicted in Table 20. It represents estimates of the costs for the first year.

Table 20: Option 2: Estimated Annual Operating Budget

	Annual Cost
Salary, Leave and Fringes	\$13,762,865
Overtime 5%	\$688,143
Targeted Overtime	\$500,000
Membership Fees/Professional Dues	\$20,000
Uniform Maintenance @\$500	\$62,500
Equipment Repair	\$25,000
Reference Books & Periodicals	\$3,000
Office Supplies	\$25,000
Other Program Supplies	\$8,000
System Support	\$19,000
Equipment Other	\$15,000
Vehicle Gas & Oil @ \$4,500 per vehicle	\$562,500
Vehicle Repairs and Maintenance @ \$1,250	\$156,250
Vehicle Replacement (5 year basis)	\$1,000,000
Crime Lab Contract -- MCSO	\$100,000
Detention and Holding Contact -- MCSO	\$262,500
Building Debt Service	\$1,350,000
Building Repairs and Maintenance	\$115,000
Total Estimated Annual Police Budget (Year 1)	\$18,674,758

Woodlands Township Police Department – Option 3: Enhanced Staffing

The third option provides an even more enhanced agency in terms of its functions. It includes a six officer unit to investigate high tech, computer and identity theft crimes. A Sergeant is added to supervise the unit. Also a Sergeant is added to supervise the other six investigators so that the Investigations Lieutenant retains an appropriate span of control. Both Sergeants would report to the Lieutenant.

Another addition to the department under the third option is the addition of a School Resource Unit. It would place a Woodlands officer in all of the 11 public intermediate, junior high and high school campuses. Two Sergeants would supervise the unit and it would be commanded by a Lieutenant.

Staffing for this third option is shown in Table 21.

Table 21: Option 3: Staffing for a Woodlands Police Department

Title	Position Description	Number	Salary ³³	Fringe ³⁴	Cost Per Position	Total
Chief	CEO	1	\$110,000	\$68,200	\$178,200	\$178,200
Civilian	Executive Assistant to the Chief	1	\$64,000	\$35,200	\$99,200	\$99,200
Deputy Chief	Operations Division	1	\$97,000	\$60,140	\$157,140	\$157,140
Deputy Chief	Support Services Division	1	\$97,000	\$60,140	\$157,140	\$157,140
Captain	Patrol Commander	1	\$80,000	\$49,600	\$129,600	\$129,600
Lieutenant	Patrol Shift Commander	5	\$72,000	\$44,640	\$116,640	\$583,200
Sergeant	Patrol Supervisor	9	\$64,000	\$39,680	\$103,680	\$933,120
Police Officer	Patrol	71	\$52,000	\$32,240	\$84,240	\$5,981,040
Lieutenant	Investigations Commander	1	\$72,000	\$44,640	\$116,640	\$116,640
Sergeant	Investigations Supervisor	2	\$64,000	\$39,680	\$103,680	\$207,360
Police Officer	Investigations	6	\$52,000	\$32,240	\$84,240	\$505,440
Police Officer	High Tech, Computer and ID Theft Investigations	6	\$52,000	\$32,240	\$84,240	\$505,440
Lieutenant	School Resource Unit Commander	1	\$72,000	\$44,640	\$116,640	\$116,640
Sergeant	School Resource Unit Supervisor	2	\$64,000	\$39,680	\$103,680	\$207,360
Police Officer	School Resource Officer	11	\$52,000	\$32,240	\$84,240	\$926,640
Lieutenant	Special Operations Commander	1	\$72,000	\$44,640	\$116,640	\$116,640
Sergeant	Community Liaison Supervisor	1	\$64,000	\$39,680	\$103,680	\$103,680
Police Officer	Community Liaison Generalist (1 per Village)	9	\$52,000	\$32,240	\$84,240	\$758,160
Sergeant	Traffic Unit Supervisor	1	\$64,000	\$39,680	\$103,680	\$103,680
Police Officer	Traffic Unit	6	\$52,000	\$32,240	\$84,240	\$505,440
Sergeant	Special Enforcement Unit Supervisor	1	\$64,000	\$39,680	\$103,680	\$103,680
Police Officer	Special Enforcement Unit	4	\$52,000	\$32,240	\$84,240	\$336,960
Sergeant	Regional Task Forces Supervisor	1	\$64,000	\$39,680	\$103,680	\$103,680
Police Officer	Regional Task Forces	4	\$52,000	\$32,240	\$84,240	\$336,960
Lieutenant	Professional Standards, Training, and Human Resource Manager	1	\$72,000	\$44,640	\$116,640	\$116,640
Civilian	Human Resources Specialist	1	\$45,000	\$24,750	\$69,750	\$69,750
Civilian	Policy and Standards Analyst	1	\$52,000	\$28,600	\$80,600	\$80,600
Civilian	Business Manager	1	\$80,000	\$44,000	\$124,000	\$124,000
Civilian	Budget Analyst	1	\$60,000	\$33,000	\$93,000	\$93,000
Civilian	Property Supervisor	1	\$45,000	\$24,750	\$69,750	\$69,750
Civilian	Evidence and Property Technician	2	\$45,000	\$24,750	\$69,750	\$139,500
Civilian	Technical Services	1	\$45,000	\$24,750	\$69,750	\$69,750
Civilian	Neighborhood Services Manager	1	\$70,000	\$38,500	\$108,500	\$108,500
Civilian	Neighborhood Services Supervisor	1	\$60,000	\$33,000	\$93,000	\$93,000
Civilian	Neighborhood Services Program	1.5	\$45,000	\$24,750	\$69,750	\$104,625

³³ [1] These salary figures are derived from a review of Texas and national salary figures for comparable departments. They are not starting salaries, but represent the average salaries of those in a “mature” department.

³⁴ [2] Total fringe benefit costs are estimated at 62% for sworn personnel and 55% for civilians. Actual costs may vary depending on the fringe benefit package determined by the Township.

The Woodlands Township
Public Safety Report

Title	Position Description	Number	Salary ³³	Fringe ³⁴	Cost Per Position	Total
	Specialist					
Civilian	Records/Office Manager	1	\$64,000	\$35,200	\$99,200	\$99,200
Civilian	Clerical Staff	8	\$31,000	\$17,050	\$48,050	\$384,400
Civilian	Crime Analyst	1	\$50,000	\$27,500	\$77,500	\$77,500
Civilian	Dispatch Shift Supervisor	3	\$57,000	\$31,350	\$88,350	\$265,050
Civilian	Dispatchers	9	\$40,000	\$22,000	\$62,000	\$558,000
Total						\$15,726,305
Sworn =		147				
Civilian =		34.5				

Woodlands Township Police Department – Option 3 Start-Up Costs

Start-up costs for this further enhanced police department are shown in Table 22 below.

Table 22: Option 3: Start-Up Costs

	Number of Units	Unit Cost	Total Cost
Patrol Cars ³⁵	147	\$40,000	\$5,880,000
Uniforms and Officer Equipment ³⁶	147	\$5,000	\$735,000
Information Technology ³⁷	1	\$1,200,000	\$1,200,000
Expansion of Fire Dispatch System ³⁸	1	\$2,000,000	\$2,000,000
Additional Equipment ³⁹	1	\$250,000	\$250,000
Recruitment, Selection and Background Investigations ⁴⁰	181.5	\$5,000	\$907,500
Training	147	\$28,600	\$4,204,200
Transition ⁴¹	1	\$250,000	\$250,000
Sub-Total			\$15,426,700
Contingency Fund ⁴²	1	10%	\$1,542,670
Total Estimated Start-Up Costs for Stand-Alone Police Department			\$16,969,370
Facility Costs ⁴³	75000	\$240	\$18,000,000
TOTAL START-UP COSTS			\$34,969,370

³⁵ Allows for take-home vehicles for all sworn personnel.

³⁶ Allows for uniform purchase for all personnel, and includes an issued firearm, leather, body armor, handcuffs, taser, etc.

³⁷ Hardware, software, records management software, mobile data computers, and peripheral devices.

³⁸ Expansion of Fire Dispatch System includes additional software, radio channels and consoles.

³⁹ May include speed monitoring devices, traffic cones, evidence collection kits, traffic collision investigation equipment as well as other police equipment.

⁴⁰ Funds will be needed for recruitment, selection and to conduct background investigations of new police employees. Costs are estimated at approximately \$5,000 per employee.

⁴¹ Funds should be provided for a phase out of the Sheriff's contract and overlap with a new Township police department.

⁴² Additional monies should be budgeted for contingencies. A factor of 10% is applied.

⁴³ A space needs study will need to be conducted to confirm this estimate. Local construction costs would need to be confirmed.

Woodlands Township Police Department – Option 3 Annual Operating Budget

The annual budget for Option 3 is depicted in Table 23; it represents estimates of the costs for the first year.

Table 23: Option 3: Estimated Annual Operating Budget (Year 1)

	Annual Cost
Salary, Leave and Fringes	\$15,726,305
Overtime 5%	\$786,315
Targeted Overtime	\$500,000
Membership Fees/Professional Dues	\$20,000
Uniform Maintenance @\$500	\$73,500
Equipment Repair	\$25,000
Reference Books & Periodicals	\$3,000
Office Supplies	\$25,000
Other Program Supplies	\$8,000
System Support	\$19,000
Equipment Other	\$15,000
Vehicle Gas & Oil @ \$4,500 per vehicle	\$661,500
Vehicle Repairs and Maintenance @ \$1,250	\$183,750
Vehicle Replacement (5 year basis)	\$1,176,000
Crime Lab Contract -- MCSO	\$100,000
Detention and Holding Contact -- MCSO	\$262,500
Building Debt Service	\$1,350,000
Building Repairs and Maintenance	\$115,000
Total Estimated Annual Police Budget (Year 1)	\$21,049,870

Equally critical to the smooth operation of a new Woodlands Police Department will be the additional staff necessary to support law enforcement operations. The on-going support costs are *not* listed in the tables above. These costs will include the expense of additional full time Township staff to support human resources and finance for a Woodlands Police Department, additional full time staff for police IT support, and personnel for fleet management and maintenance. This is likely to increase overall staffing by an additional six FTEs. The current average cost for a Woodlands employee is \$49,700 – thus adding an additional \$298,200 in projected costs.

Estimated staffing, start-up, and operational costs have been presented for the three options; together, they describe options for a Woodlands Police Department and the costs associated with starting and maintaining each. Table 24 below summarizes staffing and costs for the three options.

Table 24: The Woodlands Township Police Department Options

	Minimum	Increased	Enhanced
Police Department Staffing	141.5	159.5	181.5
Police Department Personnel Costs	\$12,155,825	\$13,762,865	\$15,726,305

The Woodlands Township
Public Safety Report

	Minimum	Increased	Enhanced
Police Department Start Up Costs	\$31,510,970	\$33,067,250	\$34,969,370
Police Department Operating Budget	\$ 16,731,075	\$18,674,758	\$21,049,870

Table 25 compares costs for a standalone Woodlands Police Department to current costs and to the benchmark jurisdictions mentioned earlier in this report (see Tables 5 and 6). The significantly lower staffing level currently in place (and under the proposed staffing plan) is due to the relatively low level of criminal activity in The Woodlands.

Table 25: New Police Department Cost Comparison

	Population	Current Budget	Size of Police Dept.
The Woodlands-Current⁴⁴	97,000	\$ 9,576,596	122
The Woodlands-Option 1	97,000	\$ 16,731,000	141.5
The Woodlands-Option 2	97,000	\$ 18,675,000	159.5
The Woodlands-Option 3	97,000	\$ 21,049,870	181.5
McKinney	131,000	\$ 20,762,000	208
Round Rock	105,000	\$ 22,900,000	218
Sugarland	80,000	\$ 16,341,000	194
Conroe	54,000	\$ 14,194,000	139
Oak Ridge North	3,400	\$ 1,586,000	16
Shenandoah	2,000	\$ 2,494,000	24
Plano	260,000	\$ 53,000,000	486
Frisco	117,000	\$ 19,165,000	203
Flower Mound	65,000	\$ 10,000,000	118

Estimated Municipal Court Expenses and Revenue

Part of creating a “stand alone” public safety force will be establishing a Municipal Court in The Woodlands. This court would be responsible for all misdemeanor criminal charges, traffic violations, City code violations, and other minor civil charges. The current Municipal Court is the Precinct 3 Municipal Court for Montgomery County; Table 26 below provides a breakdown of cases and dispositions.

⁴⁴ Please see Tables 4 and 5 for a breakdown on the current public safety budget and staffing levels in The Woodlands.

Table 26: Municipal Court Cases and Dispositions

	CRIMINAL CASES		CIVIL CASES			REPORTED TOTALS
	Traffic Misdemeanors	Non-Traffic Misdemeanors	Small Claims Suits	Forcible Entry & Detainer	Other Civil Suits	
NEW CASES FILED	18,216	11,841	302	875	633	31,867
DISPOSITIONS:						
Dispositions Prior to Trial:						
<i>Bond Forfeitures</i>	0	0	---	---	---	0
<i>Fined</i>	5,168	2,103	---	---	---	7,271
<i>Cases Dismissed</i>	2,119	1,283	225	358	349	4,334
Total Dispositions Prior to Trial	7,287	3,386	225	358	349	11,605
Dispositions at Trial:						
<i>Trial by Judge</i>						
Guilty	3,983	4,004	---	---	---	7,987
Not Guilty	1	1	---	---	---	2
Civil Trials	---	---	187	315	154	656
<i>Trial by Jury</i>						
Guilty	4	2	---	---	---	6
Not Guilty	1	1	---	---	---	2
Civil Trials	---	---	3	0	1	4
<i>Dismissed at Trial</i>	5,133	5,133	26	165	31	10,488
Total Dispositions at Trial	9,122	9,141	216	480	186	19,145
Cases Dismissed After:						
<i>Driving Safety Course</i>	2,002	---	---	---	---	2,002
<i>Deferred Disposition</i>	2,893	2,705	---	---	---	5,598
<i>Proof of Financial Responsibility</i>	1,070	---	---	---	---	1,070
Total Cases Dismissed After	5,965	2,705	---	---	---	8,670
TOTAL DISPOSITIONS	22,374	15,232	441	838	535	39,420
CASES APPEALED	5	13	5	14	3	40

According to discussions with the Justice of the Peace for Precinct 3, approximately 65% of her workload is directly related to The Woodlands Township. Revenue collected from fines and fees by Precinct 3 in 2010 was \$3,391,769.

The Woodlands Township
Public Safety Report

To calculate the recommended staffing level and budget for a new Woodlands Municipal Court, the average staffing level and budget were collected from the other comparable jurisdictions in Texas as shown in Table 27 below.

Table 27: Municipal Court Cost Comparison

	Population	Muni Court Staffing	Muni Court Budget	Staff per 1000 Residents	Average Cost Per Employee
McKinney	131,000	17	\$ 1,377,000	0.13	\$ 81,000
Round Rock	105,000	10.5	\$ 743,000	0.10	\$ 70,762
Sugarland	80,000	12	\$ 820,000	0.15	\$ 68,333
Conroe	54,000	10	\$ 675,000	0.19	\$ 67,500
Oak Ridge North	3,400	2	\$ 204,000	0.59	\$ 102,000
Shenandoah ⁴⁵	2,000	3	\$ 239,000	1.50	\$ 79,667
Plano	260,000	41	\$ 2,690,000	0.16	\$ 65,610
Frisco	117,000	14	\$ 1,350,000	0.12	\$ 96,429
Flower Mound	65,000	7	\$ 581,000	0.11	\$ 83,000
Average				0.19	\$ 79,367

With this information it is possible to determine a probable staffing level of approximately 18 (by multiplying the average staff per 1,000 residents, .19, by the population of The Woodlands, 97,000), with a budget of approximately \$1.5 million per year (determined by multiplying 18 proposed staff members by the average cost per employee, \$79,367) for a new Woodlands Municipal Court.

In addition, by calculating 65% of the current revenues collected by the Precinct 3 Municipal Court, it is possible to determine an average level of revenue collected from The Woodlands, \$2,204,650. Table 28 below shows the net gain of creating a Municipal Court in The Woodlands.

Table 28: Estimated Gain/Loss of Municipal Court

Muni Court Revenue	\$ 2,204,650
Muni Court Expenses	\$ 1,445,752
Net Gain	\$ 758,898

⁴⁵ Shenandoah's "Staff per 1000 residents" data was excluded because it was excessively outside the mean. Including this data would double the number of staff recommended for The Woodlands.

Conclusion

The current approach to public safety in The Woodlands has served the Township well. The combination of contracts with law enforcement agencies, private security firms and the Township's own resources have enabled the Township to provide an overall safe and secure environment for residents, businesses and visitors.

Because The Woodlands does not "control" the outside agencies that it works with, it should continually strive under the current arrangements to effectively coordinate all of the elements that are part of the public safety environment. Creating regular crime and disorder problem solving meetings will help in this regard. The Woodlands Director of Law Enforcement can use these sessions to identify emerging crime and disorder problems and focus the efforts of each of the public safety components to deal with them.

To achieve long term unity in the services provided to The Woodlands, consideration should be given to the best method of ensuring coordination between the Park Rangers and the multi-layered policing approach currently being used in The Woodlands.

The monthly reports should be reformatted and additional data and information should be included to provide a more complete picture of police and law enforcement activities in The Woodlands.

Coordination is especially important with regard to Creekside Park. This area is slated for substantial growth and, therefore, will need expanded law enforcement services. Because it is in Harris County, The Woodlands will need to expand the contract with the Harris County Precinct Four Constable's Office. The Township will need to work to ensure—even though law enforcement is provided by two separate independent agencies—that the level and type of service is consistent for all residents of the Township regardless of where they live.

As part of this study, an assessment was made of the current patrol workload in The Woodlands. The MCSO supplies 65 patrol officers and the Harris County Constable provides one additional full time officer. The workload analysis showed that 62 patrol officers could effectively patrol The Woodlands. However, it should be noted that not all of the current contract officers are allocated to patrol. Several perform special functions that are critical to police service in the Township, including dedicated traffic enforcement.

Therefore, when the study examined the creation of a standalone police department for The Woodlands, although patrol staffing was almost the same, additional patrol positions were allocated to other functions. The standalone department sought to include all the elements a comparable police department its size would include. Investigations, community liaison, training, etc., all needed to be staffed. Other support functions such as analysts, property and evidence technicians, and senior management staff must be included as well. Three options were provided.

To create its own department, The Woodlands would expect to allocate a minimum of \$16,731,075, an increase of \$7,154,479 over current costs. These costs assume that certain functions performed by the MCSO such as holding and detention and lab and evidence processing operations would continue to be

The Woodlands Township
Public Safety Report

provided by the Sheriff. However, negotiation would need to occur to determine the extent to which The Woodlands would reimburse the County for some portion of these functions. In addition, start-up costs of \$31,510,970 would need to be budgeted by The Woodlands as well.

Currently, the MCSO and the HCC assume all liability for their officers assigned to The Woodlands. If the Township decides to create its own department, it would assume the risk for such liability. The Township would have to decide whether to insure itself or purchase outside insurance. Either approach would incur additional cost.

Advantages of creating a standalone police agency include the ability to exert control over policing priorities and to establish a style of policing that best fits the jurisdiction. In The Woodlands context it also means having a single agency to provide all law enforcement services. The Township would be able to select its own officers and to train them to the standard it wants. It would provide control over the budget and expenditures. And, it would be able to implement data systems⁴⁶ that can provide real time information to quickly identify and address crime and disorder problems.

The primary disadvantages of a standalone department are the increased costs and the risks the Township would need to assume. Systems would need to be put into place for recruitment, selection, training and promotion. The Township would need to have vigorous background investigations conducted to ensure that it hires the kind of officers it wants. A system of operational orders would have to be devised and should be developed to ensure “best practices” in policing are followed. It will be critical to recruit and select the best leadership team for the new agency. Systems to handle citizen complaints and discipline will need to be created as well.

By all accounts the current system works well and it provides a baseline level of service for “free” to the residents of The Woodlands. The Township will need to carefully weigh the benefits that would be derived from a standalone department versus the costs.

⁴⁶ The MCSO is implementing a new information system that may enable some of these capabilities.

Appendix A: Current Woodlands Monthly Public Safety Report



THE WOODLANDS TOWNSHIP LAW ENFORCEMENT SERVICES *Community Policing Report & Statistics*

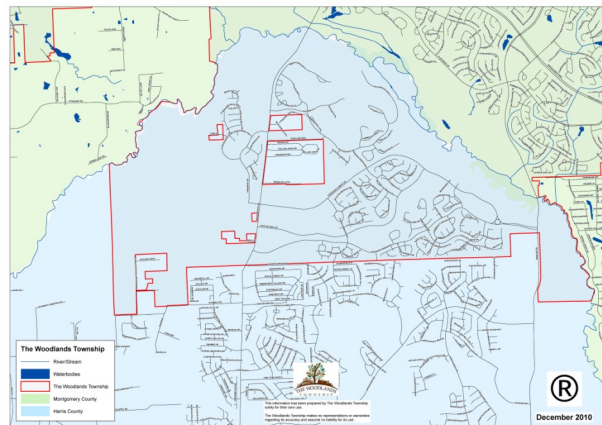
The Woodlands Township
March 23, 2011

IN THE ZONE

Harris County Constable's Office—Precinct 4



Deputy Constable Mike Ruby
Harris County Constable's Office Precinct 4



In 2010, the Township law enforcement services in the Village of Creekside Park were provided through independent contracts with Harris County Deputy Constable's—Precinct 4. In 2011, one full-time (40 weekly hours) deputy constable position will be provided through a contract with Harris County Constable's Office—Precinct 4, along with 30 additional weekly hours of patrol through the independent contracts.

Deputy Constable Mike Ruby, has been chosen as the full-time deputy to service The Woodlands Township in Harris County. He has over 16 years law enforcement experience and carries many certificates including; Instructor, Field Training, EMT and Rifle Marksman. Additionally, he is a past recipient (2007) of the Public Safety Heroes Award, formally presented by the Town Center Improvement District.

We welcome Deputy Constable Ruby, who comes highly recommended to this position. He is well respected by his peers, has an excellent rapport with residents, a community policing philosophy, and is a true professional.

IN THE ZONE

Harris County Constable's Office—Precinct 4



Deputy Constables Veronica Villalobos and Mike Ruby displayed the Harris County Constable's Office—Precinct 4, Patrol vehicle and other apparatus at the annual "Touch-a-Truck" event held through The Woodlands Township's Parks and Recreation Department at Rob Fleming Park

IN THE ZONE

Montgomery County Sheriff's Office - District 6—The Woodlands Township

Photo to Right

Deputy David Haines and Sgt. Edd West displayed the Montgomery County Sheriff's Office—Patrol Tahoe and other apparatus at "Touch-a-Truck"



Photo to Left

Community Policing Liaison
Sgt. Paul Cassidy and Susan Williamson, Executive Assistant for AES North America Generation

Sgt. Cassidy gave a presentation on "Personal Safety" at the companies quarterly employee meeting held at the Marriott

Assisting Sgt. Cassidy was
Lachelle Gentry, Village Liaison,
Neighborhood Services - The Woodlands Watch



MONTGOMERY COUNTY SHERIFF'S OFFICE

The Woodlands Township—District 6—All Zones

OFFENSE CLASSIFICATION	YTD 2011	YTD 2010
ALARMS	852	843
ANIMAL CALLS	14	11
ASSAULT	15	11
ASSAULT (AGGRAVATED)	3	1
ASSAULT (FAMILY VIOLENCE)	70	56
ASSAULT (SEXUAL)	8	2
ASSIST CALLS	1,687	1,116
AUTO THEFT	7	11
AUTO RECOVERY	1	3
BOAT THEFT	0	0
BOAT RECOVERY	0	0
BUILDING CHECK	2,883	709
BURGLARY (BUILDING)	6	3
BURGLARY (BUSINESS)	3	2
BURGLARY (HABITATION)	36	35
BURGLARY (MOTOR VEHICLE)	72	123
BURGLARY (COIN OP. MACHINE)	0	0
CRIMINAL MISCHIEF	98	96
CRIMINAL TRESPASS	22	25
DISTURBANCE	314	255
DOA (JP CALLS)	21	11
FORGERY / FRAUD	72	90
KIDNAPPING	0	0
MISSING PERSON (ADULT)	11	3
MISSING PERSON (JUVENILE)	19	13
HOMICIDE	1	0
HARASSMENT	39	29
NARCOTICS (FELONY)	4	8
NARCOTICS (MISDEMEANOR)	24	31
PROWLER	1	9
PUBLIC INTOXICATION	92	43
PUBLIC SERVICE (INFO/CIVIL)	670	636
ROBBERY (BUSINESS)	9	2
ROBBERY (INDIVIDUAL)	3	7
SUSPICIOUS PERSON	358	426
SUSPICIOUS VEHICLE	363	307
SUICIDE (ATTEMPTED)	15	13
THEFT (FELONY)	40	31
THEFT (MISDEMEANOR)	171	155
TRAFFIC ACCIDENT (MAJOR)	6	2
TRAFFIC ACCIDENT (MINOR)	74	39
TRAFFIC (D.U.I.D. & D.W.I.)	14	3
TRAFFIC HAZARD	126	92
VACATION WATCH	58	75
WELFARE CONCERN	495	465
911 CALLS	164	168
ALL OTHER CALLS	728	422
TOTAL CALLS	6,798	5,679
TOTAL REPORTS	893	726
ARRESTS (FELONY)	51	28
ARRESTS (MISDEMEANOR)	259	184
ARRESTS (JUVENILE/FELONY)	0	5
ARREST (JUVENILE/MISDEMEANOR)	21	30
MINOR IN POSSESSION	10	23
DUI JUV ARRESTS OR CITATIONS	1	5
CURFEW VIOLATIONS	3	6
TRAFFIC CITATIONS	1,638	1,064
TRAFFIC WARNINGS	1,454	702



Year-to-Date Comparison
 (February 2011)
ALL ZONES
 Montgomery County Sheriff's Office
 District 6
 The Woodlands Township

MONTGOMERY COUNTY SHERIFF'S OFFICE

The Woodlands Township—District 6—All Zones

OFFENSE CLASSIFICATION	Feb 2011	Feb 2010
ALARMS	409	346
ANIMAL CALLS	10	5
ASSAULT	6	6
ASSAULT (AGGRAVATED)	0	1
ASSAULT (FAMILY VIOLENCE)	40	25
ASSAULT (SEXUAL)	0	0
ASSIST CALLS	735	504
AUTO THEFT	4	5
AUTO RECOVERY	1	0
BOAT THEFT	0	0
BOAT RECOVERY	0	0
BUILDING CHECK	1,207	381
BURGLARY (BUILDING)	2	1
BURGLARY (BUSINESS)	1	1
BURGLARY (HABITATION)	18	16
BURGLARY (MOTOR VEHICLE)	18	55
BURGLARY (COIN OP. MACHINE)	0	0
CRIMINAL MISCHIEF	32	54
CRIMINAL TRESPASS	13	9
DISTURBANCE	134	130
DOA (JP CALLS)	9	6
FORGERY / FRAUD	33	45
KIDNAPPING	0	0
MISSING PERSON (ADULT)	7	0
MISSING PERSON (JUVENILE)	14	2
HOMICIDE	0	0
HARASSMENT	21	16
NARCOTICS (FELONY)	2	4
NARCOTICS (MISDEMEANOR)	11	22
PROWLER	0	5
PUBLIC INTOXICATION	35	18
PUBLIC SERVICE (INFO/CIVIL)	300	275
ROBBERY (BUSINESS)	4	0
ROBBERY (INDIVIDUAL)	1	1
SUSPICIOUS PERSON	158	167
SUSPICIOUS VEHICLE	163	126
SUICIDE (ATTEMPTED)	7	7
THEFT (FELONY)	21	11
THEFT (MISDEMEANOR)	79	71
TRAFFIC ACCIDENT (MAJOR)	4	0
TRAFFIC ACCIDENT (MINOR)	39	13
TRAFFIC (D.U.I.D. & D.W.I.)	10	2
TRAFFIC HAZARD	69	52
VACATION WATCH	28	39
WELFARE CONCERN	225	249
911 CALLS	93	78
ALL OTHER CALLS	387	203
TOTAL CALLS	3,123	2,607
TOTAL REPORTS	398	329
ARRESTS (FELONY)	20	15
ARRESTS (MISDEMEANOR)	105	90
ARRESTS (JUVENILE/FELONY)	0	2
ARREST (JUVENILE/MISDEMEANOR)	10	12
MINOR IN POSSESSION	4	13
DUI JUV ARRESTS OR CITATIONS	1	2
CURFEW VIOLATIONS	1	1
TRAFFIC CITATIONS	780	633
TRAFFIC WARNINGS	722	387



Comparison
February 2011— February 2010
ALL ZONES

Montgomery County Sheriff's Office
District 6
The Woodlands Township



MONTGOMERY COUNTY SHERIFF'S OFFICE

The Woodlands Township—District 6



Captain Andrew "Andy" Eason
Montgomery County Sheriff's Office
District 6
The Woodlands Township

On the following pages (6 through 9)
statistics now reflect the "Zones"
in Montgomery County that took
effect March 1, 2010

Zone 1—Grogan's Mill
Zone 2—Panther Creek
Zone 3—Indian Springs
Zone 4—Sterling Ridge
Zone 5—Alden Bridge
Zone 6—Cochran's Crossing
Zone 7—College Park
Zone 8—Town Center

District 6—The Woodlands "Zone" changes occurred effective March 1, 2010.
We will be able to compare statistically zone-within-zone at that time.

However, "Year-to-Date" for "all Zones"
is an accurate comparison for all of The Woodlands
(Montgomery County).

For up-to-date information such as Press Releases, Weekly Blotter, and Featured Fugitives,
from the Montgomery County Sheriff's Office,
and other law enforcement agencies that serve The Woodlands
please visit <http://www.thewoodlandstownship-tx.gov>

You can locate recent Media/Press Releases by clicking on the "Public Safety" box
on the left hand side of the web page. Then choose "Law Enforcement Advisory Page."



MCSO ZONE 1



OFFENSE CLASSIFICATION	Feb 2011
ALARMS	51
ANIMAL CALLS	5
ASSAULT	1
ASSAULT (AGGRAVATED)	0
ASSAULT (FAMILY VIOLENCE)	13
ASSAULT (SEXUAL)	0
ASSIST CALLS	132
AUTO THEFT	0
AUTO RECOVERY	0
BOAT THEFT	0
BOAT RECOVERY	0
BUILDING CHECK	64
BURGLARY (BUILDING)	0
BURGLARY (BUSINESS)	0
BURGLARY (HABITATION)	4
BURGLARY (MOTOR VEHICLE)	1
BURGLARY (COIN OP. MACHINE)	0
CRIMINAL MISCHIEF	4
CRIMINAL TRESPASS	1
DISTURBANCE	30
DOA (JP CALLS)	3
FORGERY / FRAUD	11
KIDNAPPING	0
MISSING PERSON (ADULT)	1
MISSING PERSON (JUVENILE)	1
HOMICIDE	0
HARASSMENT	4
NARCOTICS (FELONY)	1
NARCOTICS (MISDEMEANOR)	1
PROWLER	0
PUBLIC INTOXICATION	2
PUBLIC SERVICE (INFO/CIVIL)	50
ROBBERY (BUSINESS)	0
ROBBERY (INDIVIDUAL)	1
SUSPICIOUS PERSON	28
SUSPICIOUS VEHICLE	28
SUICIDE (ATTEMPTED)	1
THEFT (FELONY)	4
THEFT (MISDEMEANOR)	4
TRAFFIC ACCIDENT (MAJOR)	0
TRAFFIC ACCIDENT (MINOR)	4
TRAFFIC (D.U.I.D. & D.W.I.)	2
TRAFFIC HAZARD	10
VACATION WATCH	3
WELFARE CONCERN	39
911 CALLS	4
ALL OTHER CALLS	57
TOTAL CALLS	497
TOTAL REPORTS	66
ARRESTS (FELONY)	7
ARRESTS (MISDEMEANOR)	11
ARRESTS (JUVENILE/FELONY)	0
ARREST (JUVENILE/MISDEMEANOR)	0
MINOR IN POSSESSION	0
DUI JUV ARRESTS OR CITATIONS	0
CURFEW VIOLATIONS	1
TRAFFIC CITATIONS	125
TRAFFIC WARNINGS	114

Grogan's Mill

MCSO ZONE 2

OFFENSE CLASSIFICATION	Feb 2011
ALARMS	42
ANIMAL CALLS	0
ASSAULT	1
ASSAULT (AGGRAVATED)	0
ASSAULT (FAMILY VIOLENCE)	1
ASSAULT (SEXUAL)	0
ASSIST CALLS	98
AUTO THEFT	0
AUTO RECOVERY	0
BOAT THEFT	0
BOAT RECOVERY	0
BUILDING CHECK	36
BURGLARY (BUILDING)	2
BURGLARY (BUSINESS)	0
BURGLARY (HABITATION)	6
BURGLARY (MOTOR VEHICLE)	2
BURGLARY (COIN OP. MACHINE)	0
CRIMINAL MISCHIEF	1
CRIMINAL TRESPASS	4
DISTURBANCE	20
DOA (JP CALLS)	3
FORGERY / FRAUD	1
KIDNAPPING	0
MISSING PERSON (ADULT)	1
MISSING PERSON (JUVENILE)	2
HOMICIDE	0
HARASSMENT	3
NARCOTICS (FELONY)	0
NARCOTICS (MISDEMEANOR)	2
PROWLER	0
PUBLIC INTOXICATION	1
PUBLIC SERVICE (INFO/CIVIL)	38
ROBBERY (BUSINESS)	0
ROBBERY (INDIVIDUAL)	0
SUSPICIOUS PERSON	17
SUSPICIOUS VEHICLE	13
SUICIDE (ATTEMPTED)	0
THEFT (FELONY)	3
THEFT (MISDEMEANOR)	3
TRAFFIC ACCIDENT (MAJOR)	1
TRAFFIC ACCIDENT (MINOR)	3
TRAFFIC (D.U.I.D. & D.W.I.)	0
TRAFFIC HAZARD	13
VACATION WATCH	0
WELFARE CONCERN	38
911 CALLS	8
ALL OTHER CALLS	40
TOTAL CALLS	368
TOTAL REPORTS	37
ARRESTS (FELONY)	0
ARRESTS (MISDEMEANOR)	7
ARRESTS (JUVENILE/FELONY)	0
ARREST (JUVENILE/MISDEMEANOR)	0
MINOR IN POSSESSION	0
DUI JUV ARRESTS OR CITATIONS	0
CURFEW VIOLATIONS	0
TRAFFIC CITATIONS	170
TRAFFIC WARNINGS	153

Panther Creek



MCSO ZONE 3



OFFENSE CLASSIFICATION	Feb 2011
ALARMS	17
ANIMAL CALLS	0
ASSAULT	0
ASSAULT (AGGRAVATED)	0
ASSAULT (FAMILY VIOLENCE)	1
ASSAULT (SEXUAL)	0
ASSIST CALLS	35
AUTO THEFT	0
AUTO RECOVERY	0
BOAT THEFT	0
BOAT RECOVERY	0
BUILDING CHECK	97
BURGLARY (BUILDING)	0
BURGLARY (BUSINESS)	0
BURGLARY (HABITATION)	0
BURGLARY (MOTOR VEHICLE)	0
BURGLARY (COIN OP. MACHINE)	0
CRIMINAL MISCHIEF	4
CRIMINAL TRESPASS	1
DISTURBANCE	3
DOA (JP CALLS)	0
FORGERY / FRAUD	1
KIDNAPPING	0
MISSING PERSON (ADULT)	0
MISSING PERSON (JUVENILE)	0
HOMICIDE	0
HARASSMENT	0
NARCOTICS (FELONY)	0
NARCOTICS (MISDEMEANOR)	0
PROWLER	0
PUBLIC INTOXICATION	1
PUBLIC SERVICE (INFO/CIVIL)	8
ROBBERY (BUSINESS)	0
ROBBERY (INDIVIDUAL)	0
SUSPICIOUS PERSON	7
SUSPICIOUS VEHICLE	7
SUICIDE (ATTEMPTED)	0
THEFT (FELONY)	2
THEFT (MISDEMEANOR)	2
TRAFFIC ACCIDENT (MAJOR)	0
TRAFFIC ACCIDENT (MINOR)	1
TRAFFIC (D.U.I.D. & D.W.I.)	0
TRAFFIC HAZARD	4
VACATION WATCH	2
WELFARE CONCERN	16
911 CALLS	3
ALL OTHER CALLS	10
TOTAL CALLS	123
TOTAL REPORTS	13
ARRESTS (FELONY)	0
ARRESTS (MISDEMEANOR)	5
ARRESTS (JUVENILE/FELONY)	0
ARREST (JUVENILE/MISDEMEANOR)	0
MINOR IN POSSESSION	0
DUI JUV ARRESTS OR CITATIONS	0
CURFEW VIOLATIONS	0
TRAFFIC CITATIONS	30
TRAFFIC WARNINGS	51

Indian Springs

MCSO ZONE 4

OFFENSE CLASSIFICATION	Feb 2011
ALARMS	71
ANIMAL CALLS	0
ASSAULT	0
ASSAULT (AGGRAVATED)	0
ASSAULT (FAMILY VIOLENCE)	7
ASSAULT (SEXUAL)	0
ASSIST CALLS	68
AUTO THEFT	0
AUTO RECOVERY	0
BOAT THEFT	0
BOAT RECOVERY	0
BUILDING CHECK	81
BURGLARY (BUILDING)	0
BURGLARY (BUSINESS)	0
BURGLARY (HABITATION)	2
BURGLARY (MOTOR VEHICLE)	0
BURGLARY (COIN OP. MACHINE)	0
CRIMINAL MISCHIEF	5
CRIMINAL TRESPASS	1
DISTURBANCE	17
DOA (JP CALLS)	2
FORGERY / FRAUD	3
KIDNAPPING	0
MISSING PERSON (ADULT)	3
MISSING PERSON (JUVENILE)	10
HOMICIDE	0
HARASSMENT	2
NARCOTICS (FELONY)	1
NARCOTICS (MISDEMEANOR)	2
PROWLER	0
PUBLIC INTOXICATION	2
PUBLIC SERVICE (INFO/CIVIL)	33
ROBBERY (BUSINESS)	0
ROBBERY (INDIVIDUAL)	0
SUSPICIOUS PERSON	11
SUSPICIOUS VEHICLE	20
SUICIDE (ATTEMPTED)	3
THEFT (FELONY)	2
THEFT (MISDEMEANOR)	7
TRAFFIC ACCIDENT (MAJOR)	2
TRAFFIC ACCIDENT (MINOR)	5
TRAFFIC (D.U.I.D. & D.W.I.)	2
TRAFFIC HAZARD	7
VACATION WATCH	7
WELFARE CONCERN	22
911 CALLS	4
ALL OTHER CALLS	35
TOTAL CALLS	356
TOTAL REPORTS	56
ARRESTS (FELONY)	2
ARRESTS (MISDEMEANOR)	11
ARRESTS (JUVENILE/FELONY)	0
ARREST (JUVENILE/MISDEMEANOR)	1
MINOR IN POSSESSION	1
DUI JUV ARRESTS OR CITATIONS	0
CURFEW VIOLATIONS	0
TRAFFIC CITATIONS	52
TRAFFIC WARNINGS	73

Sterling Ridge



MCSO ZONE 5



OFFENSE CLASSIFICATION	Feb 2011
ALARMS	60
ANIMAL CALLS	1
ASSAULT	0
ASSAULT (AGGRAVATED)	0
ASSAULT (FAMILY VIOLENCE)	12
ASSAULT (SEXUAL)	0
ASSIST CALLS	65
AUTO THEFT	2
AUTO RECOVERY	0
BOAT THEFT	0
BOAT RECOVERY	0
BUILDING CHECK	135
BURGLARY (BUILDING)	0
BURGLARY (BUSINESS)	0
BURGLARY (HABITATION)	0
BURGLARY (MOTOR VEHICLE)	1
BURGLARY (COIN OP. MACHINE)	0
CRIMINAL MISCHIEF	7
CRIMINAL TRESPASS	1
DISTURBANCE	21
DOA (JP CALLS)	0
FORGERY / FRAUD	8
KIDNAPPING	0
MISSING PERSON (ADULT)	1
MISSING PERSON (JUVENILE)	0
HOMICIDE	0
HARASSMENT	0
NARCOTICS (FELONY)	0
NARCOTICS (MISDEMEANOR)	0
PROWLER	0
PUBLIC INTOXICATION	1
PUBLIC SERVICE (INFO/CIVIL)	40
ROBBERY (BUSINESS)	0
ROBBERY (INDIVIDUAL)	0
SUSPICIOUS PERSON	20
SUSPICIOUS VEHICLE	37
SUICIDE (ATTEMPTED)	2
THEFT (FELONY)	2
THEFT (MISDEMEANOR)	7
TRAFFIC ACCIDENT (MAJOR)	1
TRAFFIC ACCIDENT (MINOR)	6
TRAFFIC (D.U.I.D. & D.W.I.)	0
TRAFFIC HAZARD	4
VACATION WATCH	1
WELFARE CONCERN	35
911 CALLS	10
ALL OTHER CALLS	73
TOTAL CALLS	417
TOTAL REPORTS	48
ARRESTS (FELONY)	0
ARRESTS (MISDEMEANOR)	4
ARRESTS (JUVENILE/FELONY)	0
ARREST (JUVENILE/MISDEMEANOR)	1
MINOR IN POSSESSION	0
DUI JUV ARRESTS OR CITATIONS	0
CURFEW VIOLATIONS	0
TRAFFIC CITATIONS	26
TRAFFIC WARNINGS	60

Alden Bridge

MCSO ZONE 6

OFFENSE CLASSIFICATION	Feb 2011
ALARMS	49
ANIMAL CALLS	1
ASSAULT	0
ASSAULT (AGGRAVATED)	0
ASSAULT (FAMILY VIOLENCE)	0
ASSAULT (SEXUAL)	0
ASSIST CALLS	48
AUTO THEFT	2
AUTO RECOVERY	0
BOAT THEFT	0
BOAT RECOVERY	0
BUILDING CHECK	281
BURGLARY (BUILDING)	0
BURGLARY (BUSINESS)	0
BURGLARY (HABITATION)	1
BURGLARY (MOTOR VEHICLE)	3
BURGLARY (COIN OP. MACHINE)	0
CRIMINAL MISCHIEF	6
CRIMINAL TRESPASS	0
DISTURBANCE	8
DOA (JP CALLS)	0
FORGERY / FRAUD	1
KIDNAPPING	0
MISSING PERSON (ADULT)	0
MISSING PERSON (JUVENILE)	0
HOMICIDE	0
HARASSMENT	5
NARCOTICS (FELONY)	0
NARCOTICS (MISDEMEANOR)	2
PROWLER	0
PUBLIC INTOXICATION	0
PUBLIC SERVICE (INFO/CIVIL)	24
ROBBERY (BUSINESS)	1
ROBBERY (INDIVIDUAL)	0
SUSPICIOUS PERSON	17
SUSPICIOUS VEHICLE	18
SUICIDE (ATTEMPTED)	0
THEFT (FELONY)	2
THEFT (MISDEMEANOR)	5
TRAFFIC ACCIDENT (MAJOR)	0
TRAFFIC ACCIDENT (MINOR)	2
TRAFFIC (D.U.I.D. & D.W.I.)	0
TRAFFIC HAZARD	10
VACATION WATCH	0
WELFARE CONCERN	12
911 CALLS	9
ALL OTHER CALLS	18
TOTAL CALLS	245
TOTAL REPORTS	28
ARRESTS (FELONY)	2
ARRESTS (MISDEMEANOR)	0
ARRESTS (JUVENILE/FELONY)	0
ARREST (JUVENILE/MISDEMEANOR)	0
MINOR IN POSSESSION	0
DUI JUV ARRESTS OR CITATIONS	1
CURFEW VIOLATIONS	0
TRAFFIC CITATIONS	44
TRAFFIC WARNINGS	65

Cochran's Crossing



MCSO ZONE 7



OFFENSE CLASSIFICATION	Feb 2011
ALARMS	42
ANIMAL CALLS	3
ASSAULT	1
ASSAULT (AGGRAVATED)	0
ASSAULT (FAMILY VIOLENCE)	3
ASSAULT (SEXUAL)	0
ASSIST CALLS	93
AUTO THEFT	0
AUTO RECOVERY	1
BOAT THEFT	0
BOAT RECOVERY	0
BUILDING CHECK	120
BURGLARY (BUILDING)	0
BURGLARY (BUSINESS)	1
BURGLARY (HABITATION)	0
BURGLARY (MOTOR VEHICLE)	2
BURGLARY (COIN OP. MACHINE)	0
CRIMINAL MISCHIEF	2
CRIMINAL TRESPASS	1
DISTURBANCE	16
DOA (JP CALLS)	1
FORGERY / FRAUD	1
KIDNAPPING	0
MISSING PERSON (ADULT)	1
MISSING PERSON (JUVENILE)	1
HOMICIDE	0
HARASSMENT	2
NARCOTICS (FELONY)	0
NARCOTICS (MISDEMEANOR)	1
PROWLER	0
PUBLIC INTOXICATION	2
PUBLIC SERVICE (INFO/CIVIL)	17
ROBBERY (BUSINESS)	1
ROBBERY (INDIVIDUAL)	0
SUSPICIOUS PERSON	19
SUSPICIOUS VEHICLE	11
SUICIDE (ATTEMPTED)	1
THEFT (FELONY)	3
THEFT (MISDEMEANOR)	14
TRAFFIC ACCIDENT (MAJOR)	0
TRAFFIC ACCIDENT (MINOR)	3
TRAFFIC (D.U.I.D. & D.W.I.)	0
TRAFFIC HAZARD	9
VACATION WATCH	4
WELFARE CONCERN	16
911 CALLS	11
ALL OTHER CALLS	20
TOTAL CALLS	300
TOTAL REPORTS	33
ARRESTS (FELONY)	2
ARRESTS (MISDEMEANOR)	10
ARRESTS (JUVENILE/FELONY)	0
ARREST (JUVENILE/MISDEMEANOR)	0
MINOR IN POSSESSION	0
DUI JUV ARRESTS OR CITATIONS	0
CURFEW VIOLATIONS	0
TRAFFIC CITATIONS	35
TRAFFIC WARNINGS	68

College Park

MCSO ZONE 8

OFFENSE CLASSIFICATION	Feb 2011
ALARMS	77
ANIMAL CALLS	0
ASSAULT	3
ASSAULT (AGGRAVATED)	0
ASSAULT (FAMILY VIOLENCE)	3
ASSAULT (SEXUAL)	0
ASSIST CALLS	196
AUTO THEFT	0
AUTO RECOVERY	0
BOAT THEFT	0
BOAT RECOVERY	0
BUILDING CHECK	393
BURGLARY (BUSINESS/BLDG)	0
BURGLARY (BUSINESS)	0
BURGLARY (HABITATION)	5
BURGLARY (MOTOR VEHICLE)	9
BURGLARY (COIN OP. MACHINE)	0
CRIMINAL MISCHIEF	3
CRIMINAL TRESPASS	4
DISTURBANCE	19
DOA (JP CALLS)	0
FORGERY / FRAUD	7
KIDNAPPING	0
MISSING PERSON (ADULT)	0
MISSING PERSON (JUVENILE)	0
HOMICIDE	0
HARASSMENT	5
NARCOTICS (FELONY)	0
NARCOTICS (MISDEMEANOR)	3
PROWLER	0
PUBLIC INTOXICATION	26
PUBLIC SERVICE (INFO/CIVIL)	90
ROBBERY (BUSINESS)	2
ROBBERY (INDIVIDUAL)	0
SUSPICIOUS PERSON	39
SUSPICIOUS VEHICLE	29
SUICIDE (ATTEMPTED)	0
THEFT (FELONY)	3
THEFT (MISDEMEANOR)	37
TRAFFIC ACCIDENT (MAJOR)	0
TRAFFIC ACCIDENT (MINOR)	15
TRAFFIC (D.U.I.D. & D.W.I.)	6
TRAFFIC HAZARD	12
VACATION WATCH	11
WELFARE CONCERN	47
911 CALLS	44
ALL OTHER CALLS	134
TOTAL CALLS	817
TOTAL REPORTS	117
ARRESTS (FELONY)	7
ARRESTS (MISDEMEANOR)	57
ARRESTS (JUVENILE/FELONY)	0
ARREST (JUVENILE/MISDEMEANOR)	8
MINOR IN POSSESSION	3
DUI JUV ARRESTS OR CITATIONS	0
CURFEW VIOLATIONS	0
TRAFFIC CITATIONS	298
TRAFFIC WARNINGS	138

Town Center

HARRIS COUNTY CONSTABLE PRECINCT 4 ZONE 9

OFFENSE CLASSIFICATION	Feb 2011	Feb 2010
ALARMS	37	18
ANIMAL CALLS	0	1
ASSAULT	0	0
ASSAULT (AGGRAVATED)	0	0
ASSAULT (FAMILY VIOLENCE)	0	0
ASSAULT (SEXUAL)	0	0
ASSIST CALLS	0	0
AUTO THEFT	0	0
AUTO RECOVERY	0	0
BOAT THEFT	0	0
BOAT RECOVERY	0	0
BUILDING CHECK	0	0
BURGLARY (BUILDING)	0	0
BURGLARY (BUSINESS)	0	0
BURGLARY (HABITATION)	0	0
BURGLARY (MOTOR VEHICLE)	0	0
BURGLARY (COIN OP. MACHINE)	0	0
CRIMINAL MISCHIEF	0	2
CRIMINAL TRESPASS	0	0
DISTURBANCE	2	3
DOA (JP CALLS)	0	0
FORGERY / FRAUD	0	0
KIDNAPPING	0	0
MISSING PERSON (ADULT)	0	0
MISSING PERSON (JUVENILE)	0	0
HOMICIDE	0	0
HARASSMENT	0	0
NARCOTICS (FELONY)	0	0
NARCOTICS (MISDEMEANOR)	0	0
PROWLER	0	0
PUBLIC INTOXICATION	0	0
PUBLIC SERVICE (INFO/CIVIL)	16	0
ROBBERY (BUSINESS)	0	0
ROBBERY (INDIVIDUAL)	0	0
SUSPICIOUS PERSON	7	2
SUSPICIOUS VEHICLE	10	3
SUICIDE (ATTEMPTED)	0	0
THEFT (FELONY)	0	0
THEFT (MISDEMEANOR)	9	1
TRAFFIC ACCIDENT (MAJOR)	0	0
TRAFFIC ACCIDENT (MINOR)	1	0
TRAFFIC (D.U.I.D. & D.W.I.)	0	0
TRAFFIC HAZARD	0	0
VACATION WATCH	0	0
WELFARE CONCERN	0	1
911 CALLS	1	0
ALL OTHER CALLS	11	14
TOTAL CALLS	94	70
TOTAL REPORTS	16	9
ARRESTS (FELONY)	0	0
ARRESTS (MISDEMEANOR)	0	0
ARRESTS (JUVENILE/FELONY)	0	0
ARREST (JUVENILE/MISDEMEANOR)	0	0
MINOR IN POSSESSION	0	0
DUI JUV ARRESTS OR CITATIONS	0	0
CURFEW VIOLATIONS	0	0
TRAFFIC CITATIONS	40	39
TRAFFIC WARNINGS	16	17



Creekside Park



Lieutenant Ronnie Glaze
Harris County Constable's Office
Precinct 4
"Zone 9"
The Woodlands Township

Harris County	Homes	Population
The Woodlands Township		
2009	682	1,656
2010	1,067	2,761
2011	1,131	2,940



Alpha & Omega Mounted Courtesy Patrol

- A&O greeted and assisted thousands of visitors throughout the Town Center during the month of February. Additionally, A&O had their annual Mounted Patrol Certification Academy and Graduation Ceremony.
- Notable Incident:
 - Mounted Troopers received by radio, notice of an accident at Lake Robbins and I-45 involving a submerged vehicle. Troopers were positioned throughout the area for traffic control and continued to secure the area for four hours, until DPS opened the roads to traffic.
- Many visitors were greeted, pictures taken and sharing of information regarding the Town Center and The Woodlands Township.
 - International Visitors: Venezuela
 - Out-of-State Visitors: California, Delaware, Indiana, Iowa, New York, Washington, and Wisconsin
- Throughout February Troopers provided customer service, and assisted security and law enforcement when appropriate.

- Car Alarms—69
- Lost Cars—30
- Lockouts—5
- Unsecured Vehicles—6
- Law Enforcement Assists—12
- Security Assists—63



Texas Department of Public Safety—Highway Patrol The Woodlands—District 2C09

OFFENSE CLASSIFICATION	Feb 2011	Feb 2010
Fatal Accidents	2	0
Injury Accidents	11	21
Number of Injuries	21	29
Property Damage Accidents	64	66
Alcohol Related Accidents	5	9
DWI Arrest	4	17
Felony Arrest (non-traffic)	4	4
Misdemeanor Arrest (non-traffic)	6	25
Fugitive-Felony	0	2
Fugitive-Misdemeanor	2	2
TOTAL ARREST	321	374
Total Warnings	442	455
Agency Assists	13	10
Motorist Assists	6	19
Stolen Vehicles Recovered	2	0
Warrants Served	4	3





Montgomery County Constable—Precinct 3

THE WOODLANDS TOWNSHIP	Feb 2011	Feb 2010
Citations	131	86
Subpoenas/Summons	157	64
Writs	6	4
Evictions	60	42
Warrants	137	63
RTC/Transferred	96	71
Process Attempts	1159	933
Total Process	294	259
WARRANT DIVISION		
New Warrants	137	63
Phone Attempts	74	92
Letter Attempts	70	90
Personal Attempts	16	6
Total Attempts	160	261
Warrant Arrests	16	7
Recalls	145	70
Total Charges Cleared	32	86



Montgomery County Justice Court — Precinct 3

Justice of the Peace Court - 3	Jan 2011
New Class "C" Misdemeanor Charges Filed	2,664
Cases Set on Criminal Docket	1,938
Civil - Small Claims Suits	22
Civil - Forcible Entry & Detainer	83
Civil - Other Civil Suits	23
Total Revenues Collected for Month	\$290,416.17

Please note that the monthly statistics for this agency typically run one month behind.

